

DAIMLER

Corporate Presentation – Fall 2013



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Highlights of Q3 2013

Group unit sales

594,900

(+13%)

Record unit sales at Mercedes-Benz Cars

395,400

(+14%)

Further growth in revenue

€30.1 bn

(+5%)

Increased market share in core markets

Market launch of the new S-Class

World premiere of the new Mercedes-Benz GLA

Market launch of the new Mercedes-Benz Sprinter

Customer Dedication initiative to strengthen focus on customers and markets

Key financials

- in billions of euros -

	Q3 2012	Q3 2013
Revenue	28.6	30.1
EBIT*		
as reported	1.9	2.2
from ongoing business	1.9	2.2
Net profit*	1.2	1.9
Earnings per share (in euros)*	1.06	1.72
Net liquidity industrial business (2012: year-end)	11.5	12.6
Free cash flow industrial business	-0.2	1.6

* The previous year's figures have been adjusted, primarily for effects arising from application of the amended version of IAS 19. Additional information on the adjustments to the prior-year figures is disclosed in chart No. 42 of this presentation.

Key balance-sheet figures

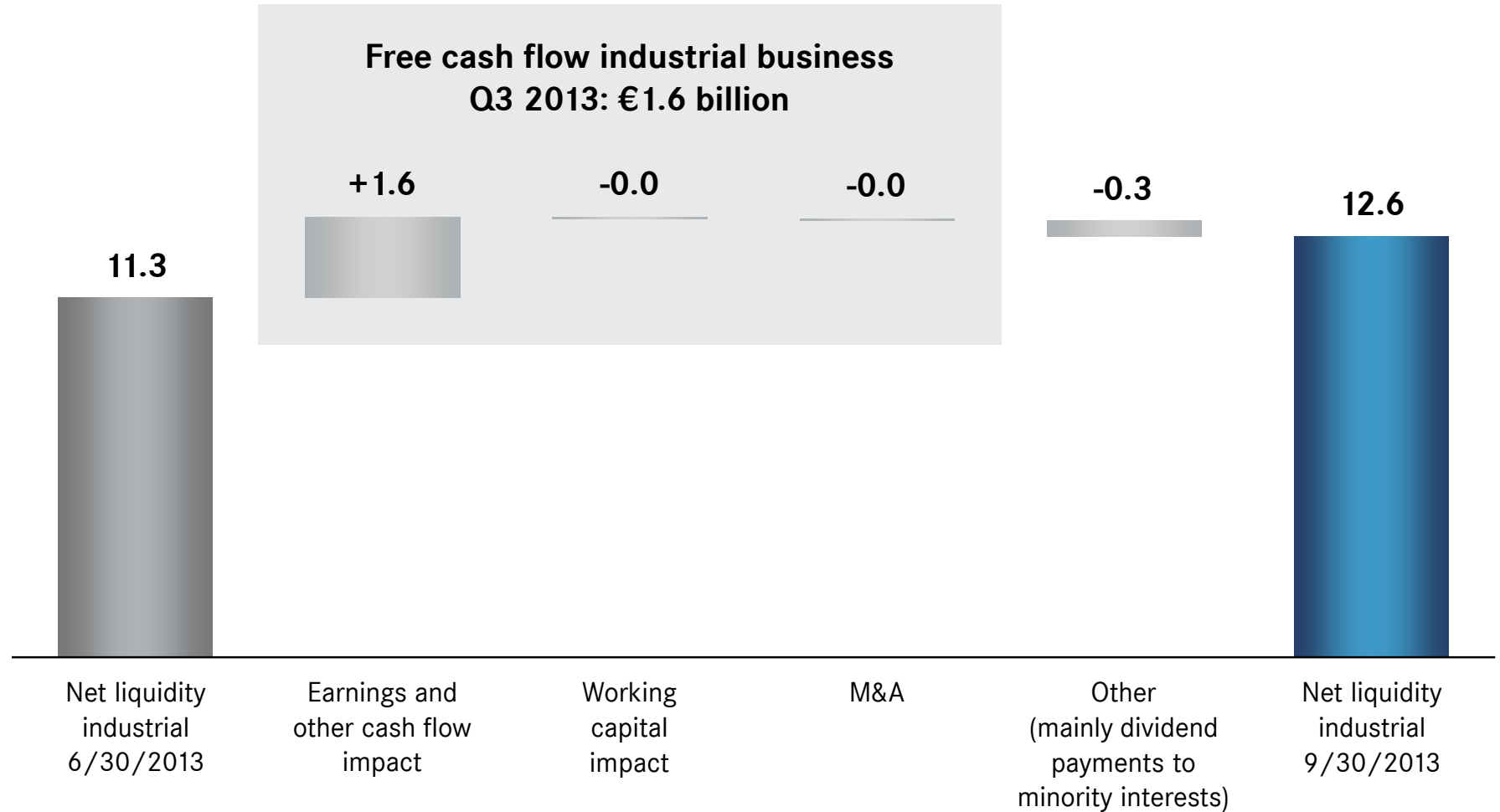
– in billions of euros –

Daimler Group	Dec. 31, 2012	Sept 30, 2013
Equity ratio	22.7%*	25.1%
Gross liquidity	16.6	17.8
Industrial business		
Equity ratio	39.8%*	43.9%
Net liquidity	11.5	12.6

* Figures adjusted primarily for effects arising from application of the amended version of IAS 19.
Additional information on the adjustments to the prior-year figures is disclosed in chart No. 42 of this presentation.

Net industrial liquidity: development in Q3 2013

- in billions of euros -



Unit sales

- in thousands of units -

	Q3 2012	Q3 2013	% change
Daimler Group	528.6	594.9	+13
of which			
Mercedes-Benz Cars	345.4	395.4	+14
Daimler Trucks	119.1	124.5	+4
Mercedes-Benz Vans	55.7	65.3	+17
Daimler Buses	8.3	9.6	+17

Revenue by segment

- in billions of euros -

	Q3 2012	Q3 2013	% change
Daimler Group	28.6	30.1	+5
of which			
Mercedes-Benz Cars	15.2	16.5	+8
Daimler Trucks	8.1	8.0	-1
Mercedes-Benz Vans	2.1	2.3	+8
Daimler Buses	1.0	1.1	+19
Daimler Financial Services	3.5	3.7	+4
Contract volume of Daimler Financial Services*	80.0	82.0	+2

* Figures as of December 31, 2012 and September 30, 2013.

EBIT by division

- EBIT in millions of euros; RoS in % -

	Q3 2012		Q3 2013	
	EBIT	RoS*	EBIT	RoS*
Daimler Group	1,923	6.4	2,231	7.2
of which				
Mercedes-Benz Cars	973	6.4	1,200	7.3
Daimler Trucks	501	6.2	522	6.5
Mercedes-Benz Vans	75	3.6	152	6.7
Daimler Buses	-36	-3.8	59	5.2
Daimler Financial Services	322	-	322	-
Reconciliation	88	-	-24	-

* Return on sales; Daimler Group excluding Daimler Financial Services

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Daimler's identity: a unique combination of leading technologies, strong brands and market leverage



Daimler strategy: Combining growth and efficiency across the entire group

Growth Strategies

- Strengthening core business
- Growing in new markets
- Leading in green and safety technologies
- Shaping new mobility services

Efficiency Programs

- Modularization
- Cost reduction
- Flexibility

Combining growth and efficiency in every division

Examples for Mercedes-Benz Cars and Daimler Trucks

Growth Strategy Mercedes-Benz 2020

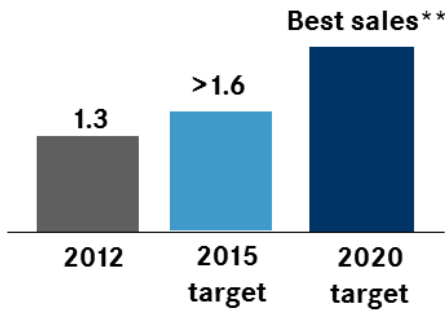
“Fit for Leadership”

Growth Strategy Daimler Trucks Global Excellence

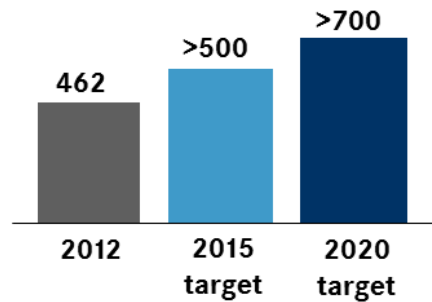
“Daimler Trucks #1”

Our growth targets

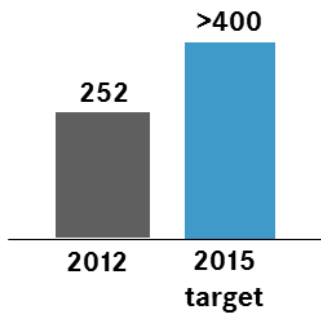
Mercedes-Benz Cars
- in million units*-



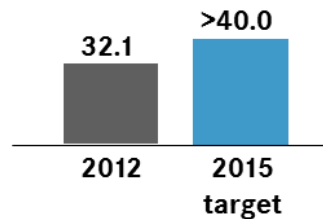
Daimler Trucks
- in thousands of units -



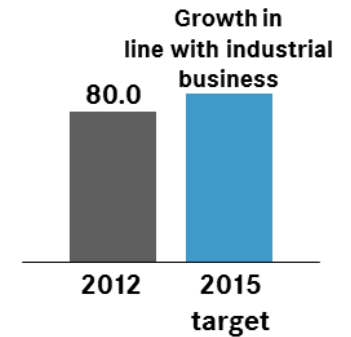
Mercedes-Benz Vans
- in thousands of units -



Daimler Buses
- in thousands of units -



Daimler Financial Services
- contract volume in billions of euros -



* Without smart **Within automotive premium segment; schematic representation

Our financial targets

Return on Sales / Return on Equity¹ in %



10

Mercedes-Benz
Cars



8

Daimler
Trucks



9

Mercedes-Benz
Vans



6

Daimler
Buses



17

Daimler
Financial Services¹

“Return on Sales” target automotive business 9 percent

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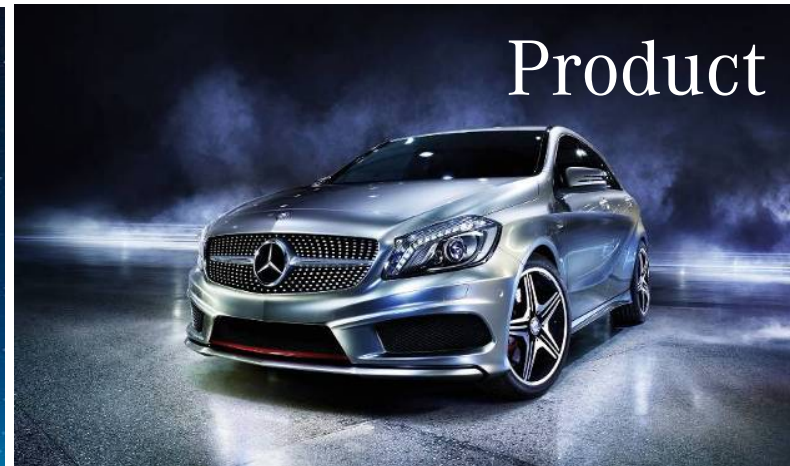
Appendix

On our way to leadership in the premium segment



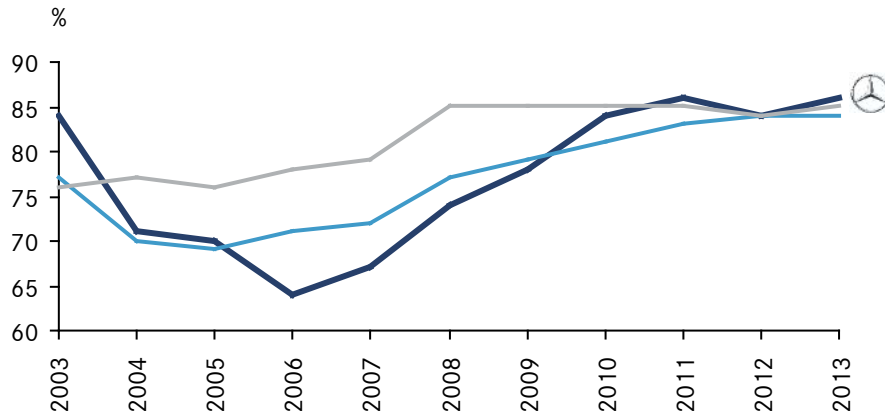
Mercedes-Benz 2020

Four levers of Mercedes-Benz 2020

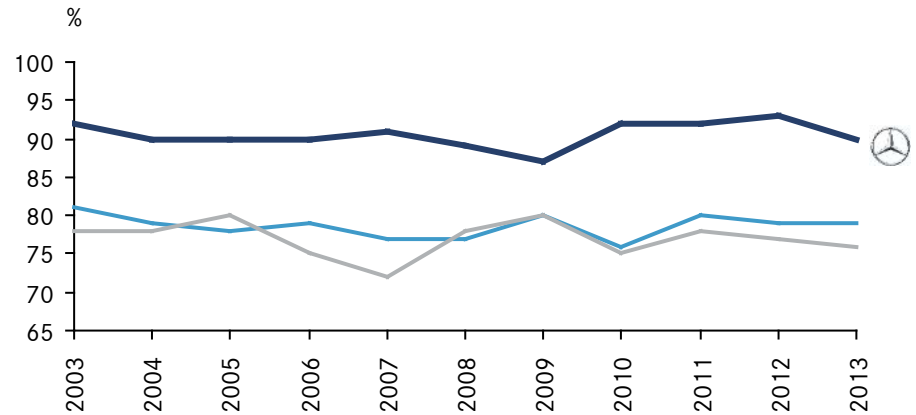


Brand: Development of brand value and perception

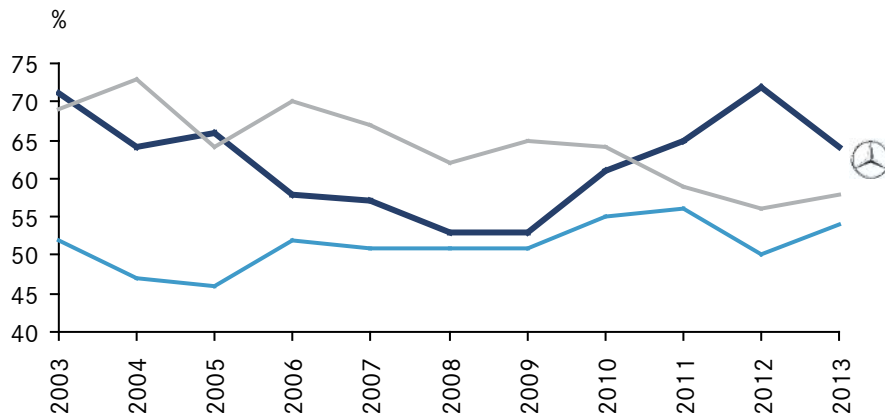
Product reliability – AMS Survey



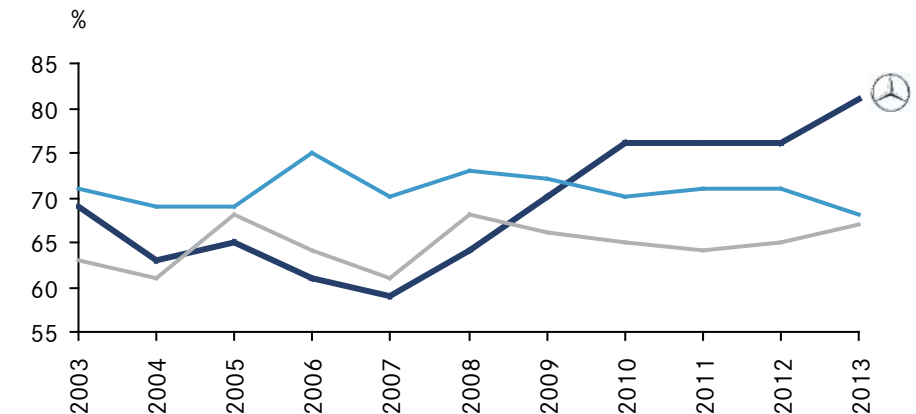
Safety – AMS Survey



Perception of advertisement – AMS Survey

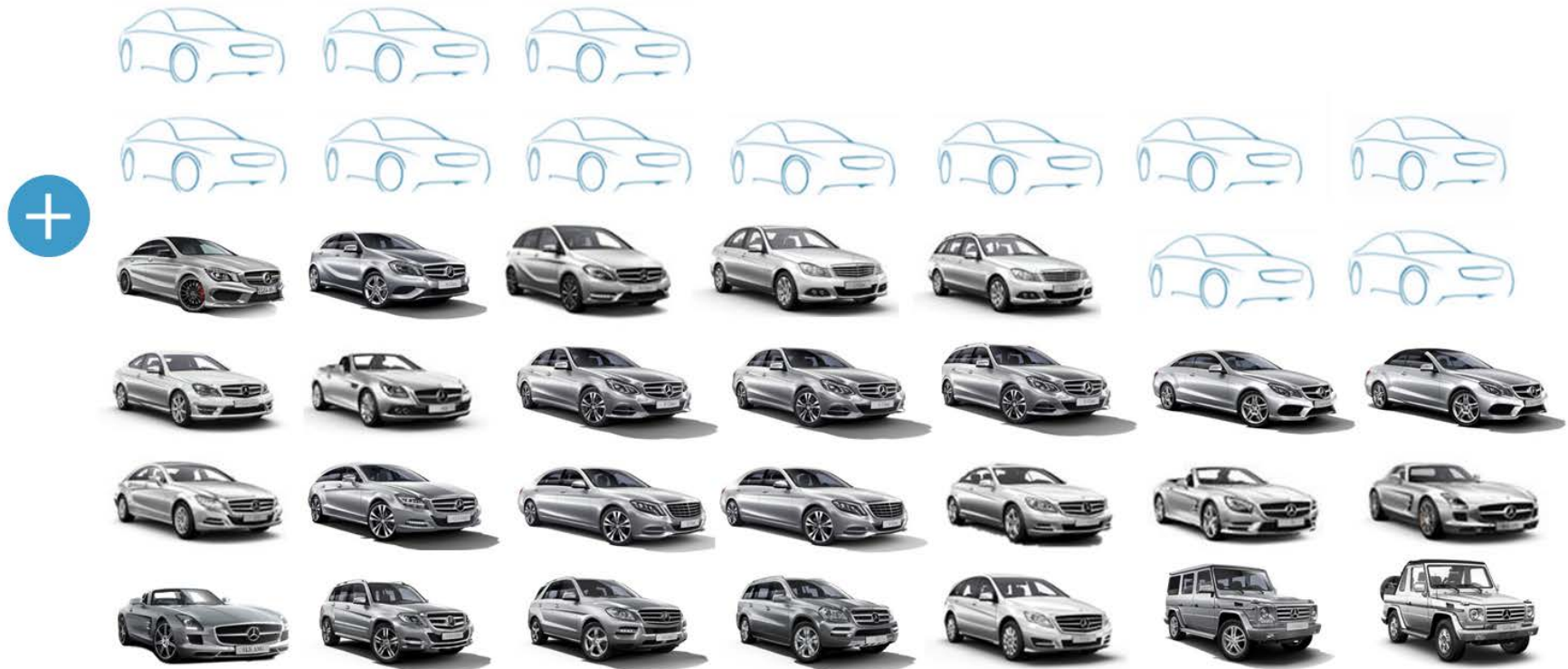


Good aftersales – AMS Survey



— Competitor A — Competitor B

Products: Adding 12 new models to our existing portfolio by 2020



Products: The A-Class



Products: The new CLA-Class



Products: The new Compact SUV – GLA



Products: SUV Offensive – Our new GLK-, G- and GL-Class



Products: The new E-Class Family



Products: The new S-Class



Products: The new S-Class



Products: The new S-Class



Products: C-Class 2014 Interior



Products: C-Class 2014 Interior



Products: Three essential drive systems

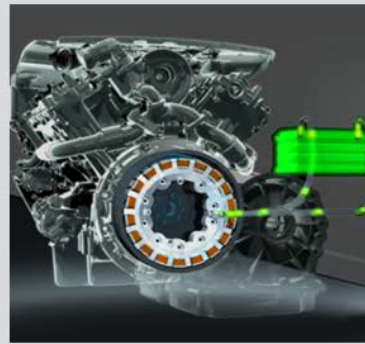
High-tech combustion engines

CDI, CGI, BlueTEC



Combustion engines with hybridization

HYBRID, BlueTEC HYBRID, Plug-in HYBRID



Electric vehicles with battery and fuel cell

E-CELL, F-CELL



A 180 CDI BlueEFFICIENCY Edition

3,6 l/km
92 gCO₂/km



E 300 BlueTEC Hybrid

4,2 l/km
109 gCO₂/km

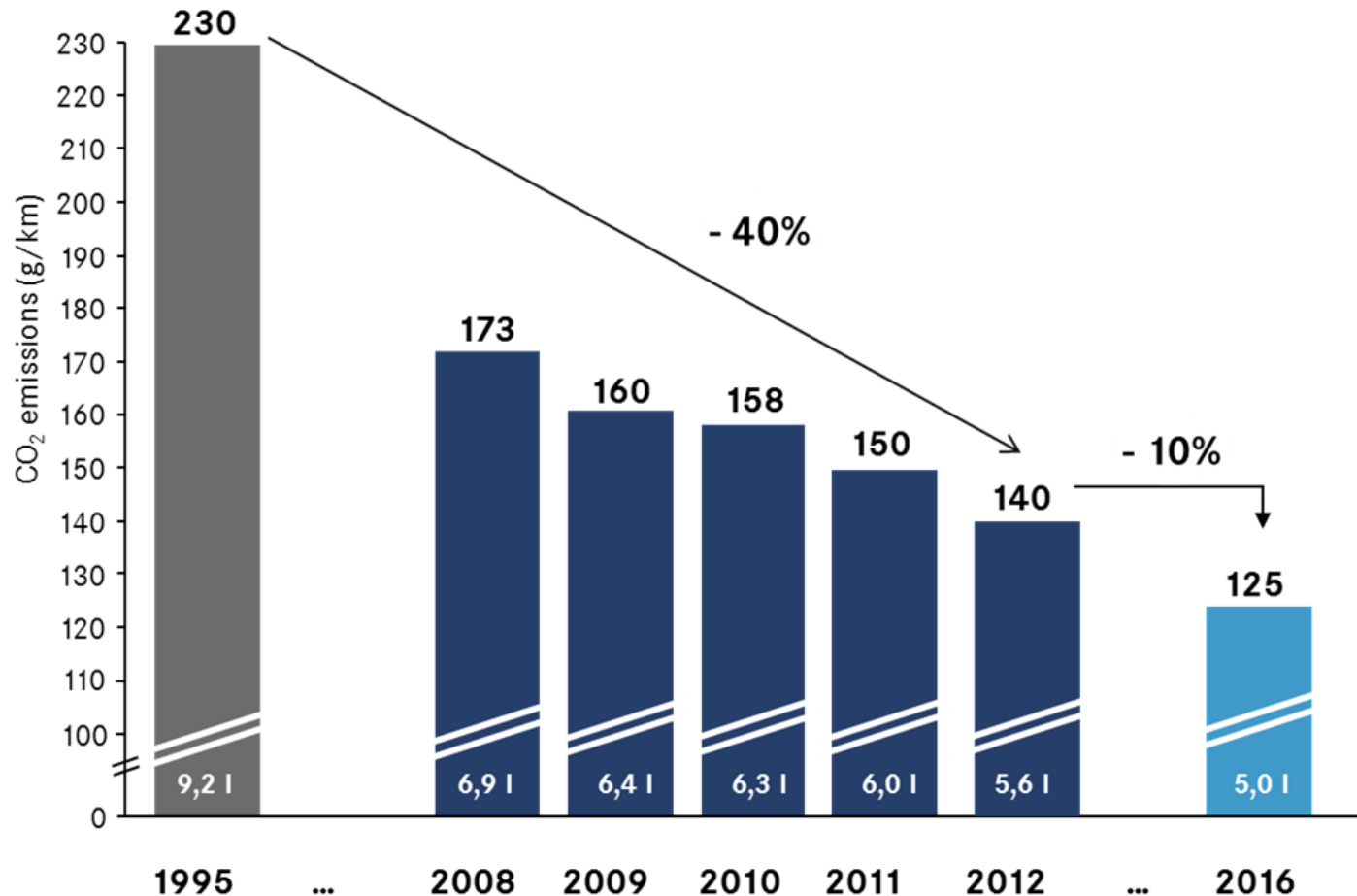


SLS AMG Coupé Electric Drive

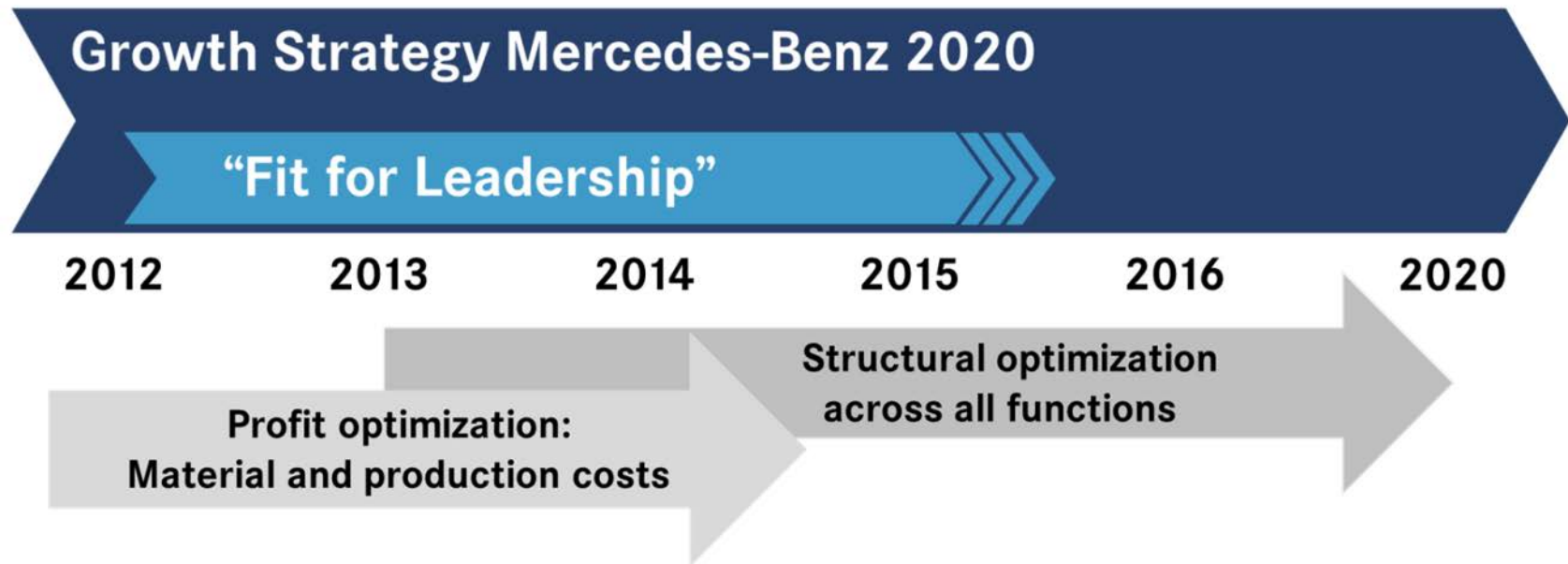
0 l/km
0 gCO₂/km

Reducing CO₂ emissions

Average CO₂ emissions per kilometer of our Mercedes-Benz Car fleet in Europe

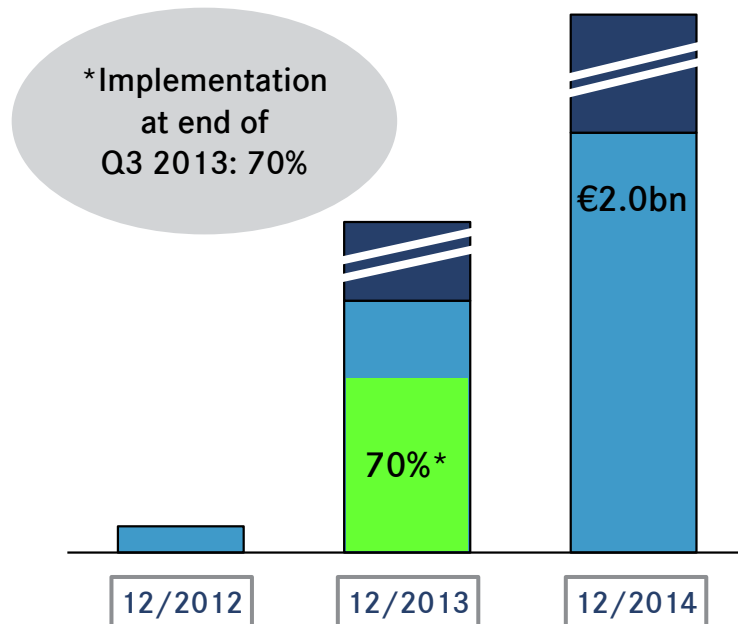
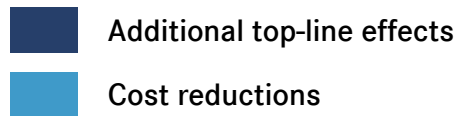


Connecting growth and efficiency



Mercedes-Benz Cars: Fit for Leadership

Flight path towards benefits



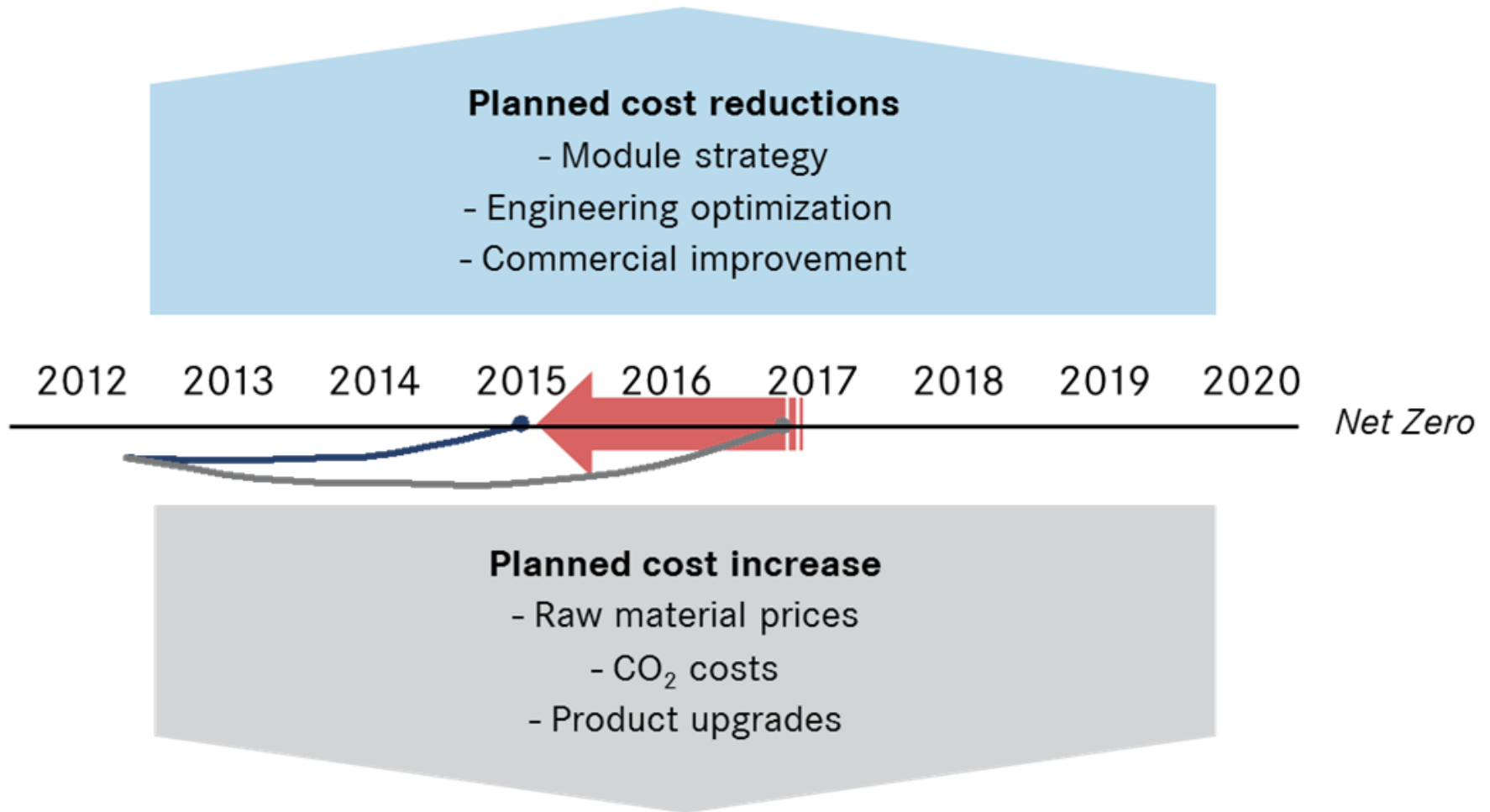
Key levers

- Material costs/net-zero approach
- Further reduction of hours per vehicle
- Optimization of funding requirements
- Reduction of fixed costs
- Increased efficiency in application of funds
- Higher flexibility of MBC business model

Fit for Leadership

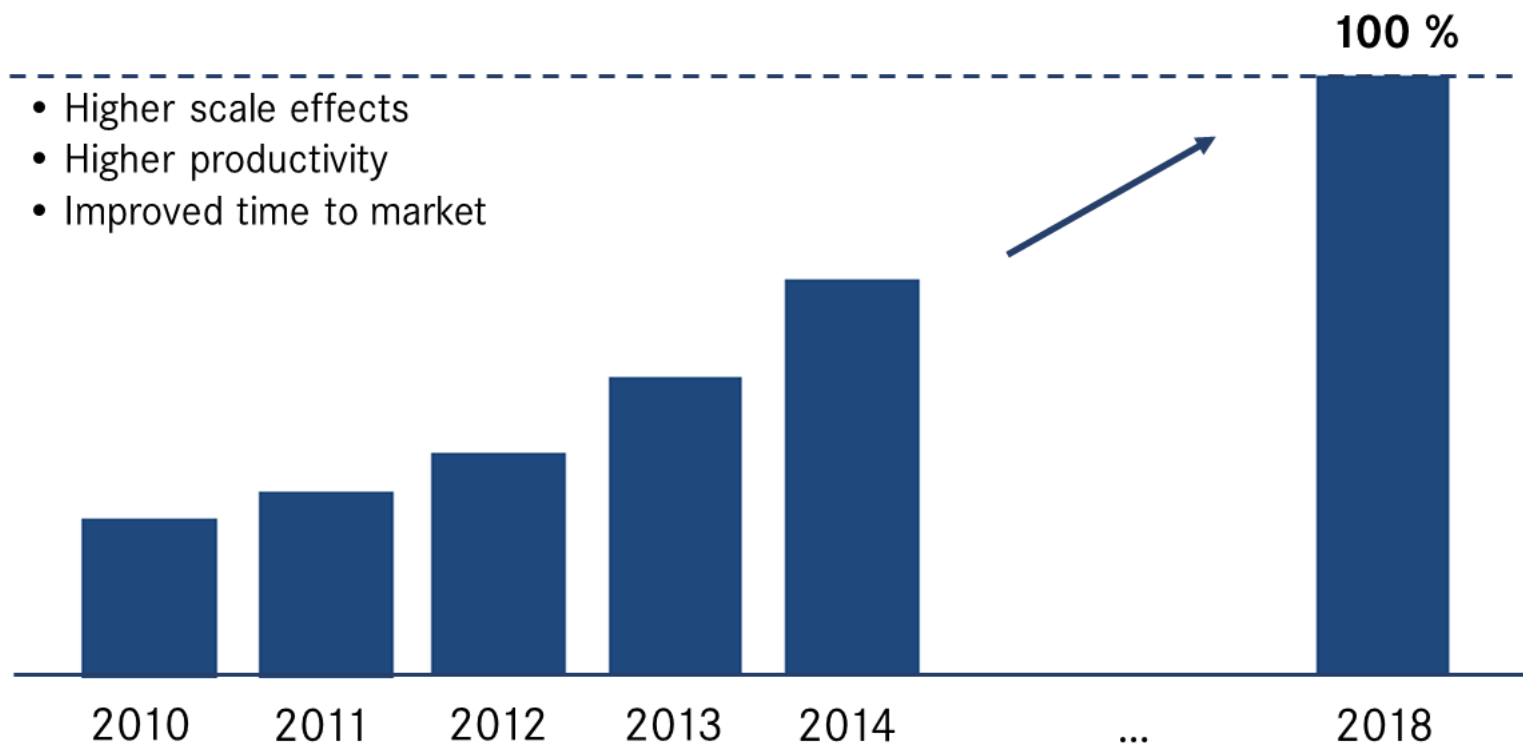
- Comprises measures to accelerate growth and to improve efficiency. Key elements are based on the MB 2020 strategy
- Short term cost improvements:
 - 2bn EUR cost improvement until end of 2014. The cost reductions will be achieved through enforcement and acceleration of already established and new measures.
 - Around 30% effective in 2013
 - 40% are coming from material-cost improvements, 20% lower production costs and further 40% of fix cost reductions (incl. R&D and SG&A).
 - Key Initiatives
 - Net Zero Approach
 - Modular strategy
 - HPV improvement from 40 to 30 hours per vehicle by 2015.
- Medium term structural measures:
 - Improvement of MBC business system e.g. structures in development, production, sales and marketing are under scrutiny.
 - China Business Model.

Accelerated achievement of “Net Zero”



Module strategy on track

Rollout of module strategy within all passenger car models, schematic representation

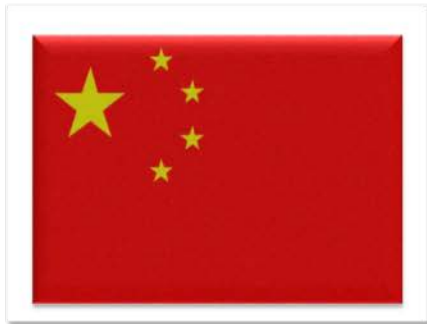


Increasing productivity even further

Mercedes-Benz passenger cars: reduction of hours per vehicle



We do our homework and we're determined to pick up the pace in China



Board of Management Position



Integrated Sales Organization



Expansion Dealer Network



Extension Product Portfolio



Extension Local Production



Leverage Financial Services

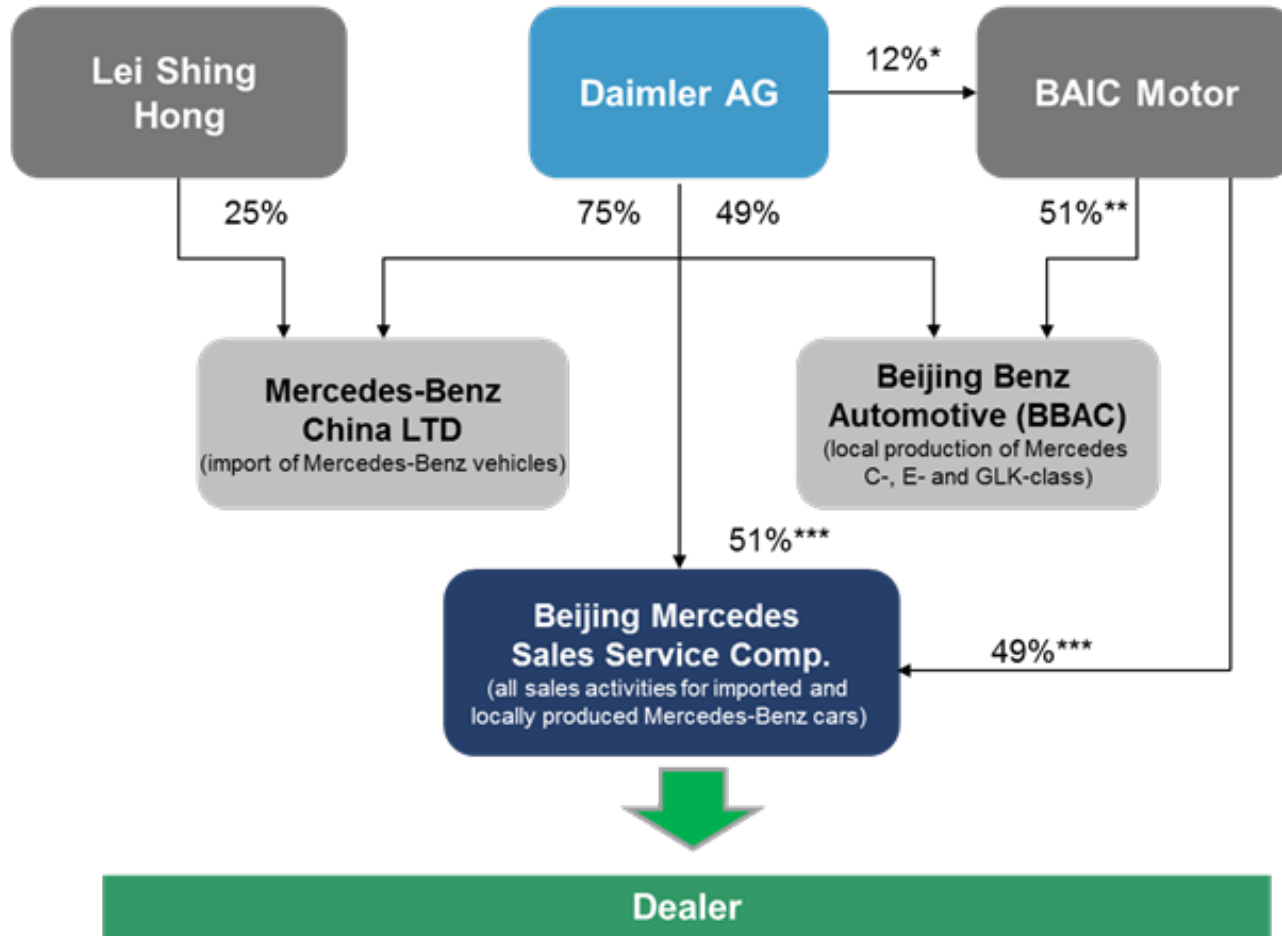


Extension Local R&D



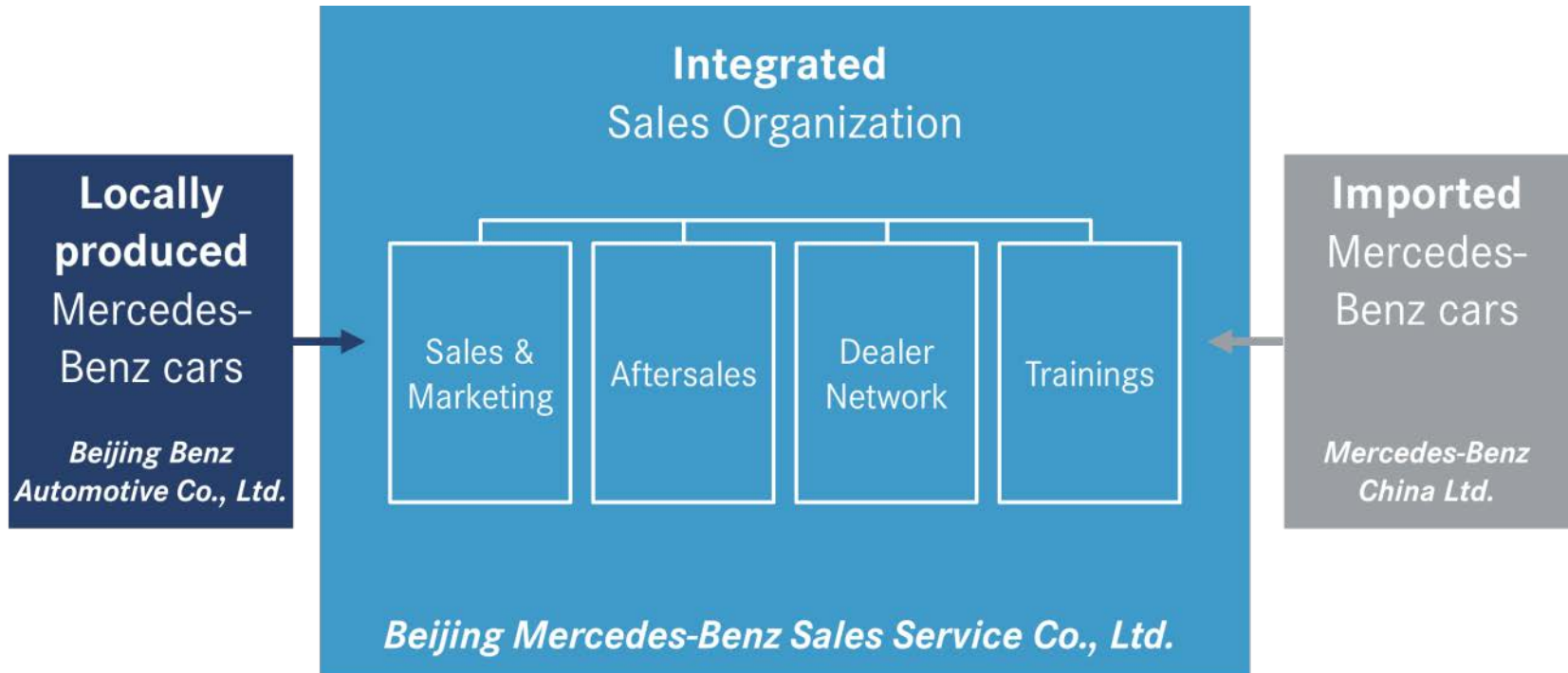
Strategic Investment in BAIC

Future Sales Structure in China - Imports and Domestic Wholesale



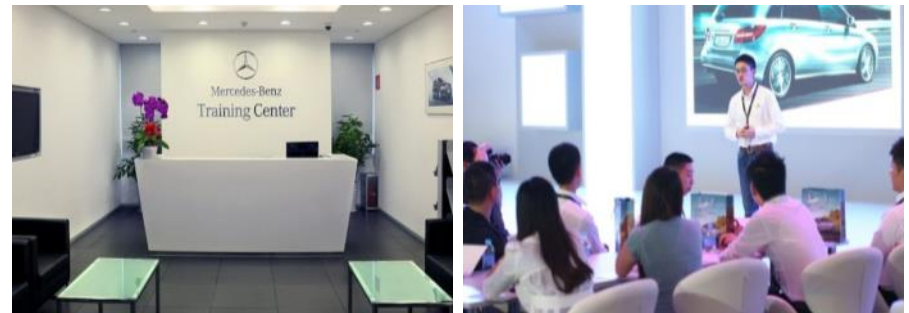
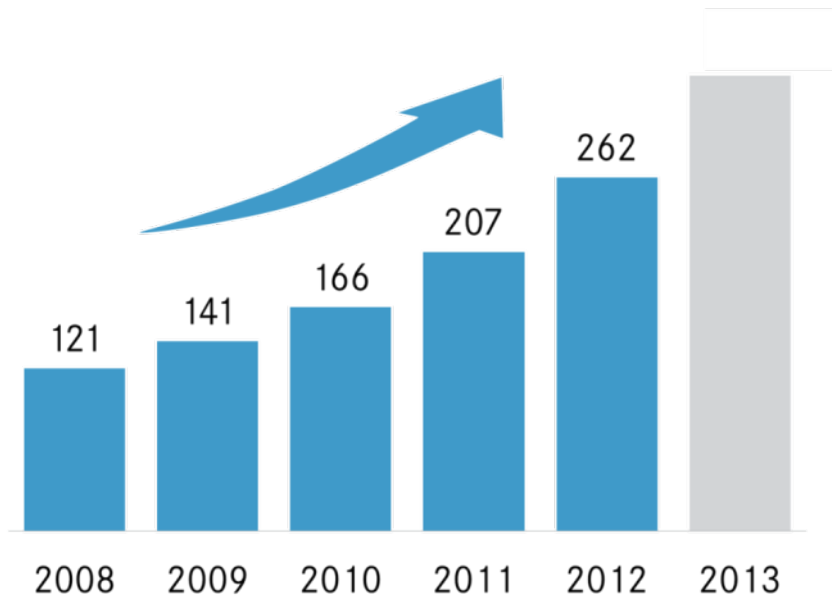
*Under approval **Currently 50/50, shareholding under approval *** Currently 50/50, shareholding under approval

Integrated sales organization put locally produced and imported Mercedes cars under one roof



Dealer network expansion will be further accelerating both in quantity and quality

Mercedes-Benz PC Network Development Number of outlets, including AS only outlets



In 2013, we'll celebrate 7 product premieres in China



New A-Class



LWB E-Class Facelift



New S-Class



E-Class Coupe Facelift



E-Class Cabriolet Facelift

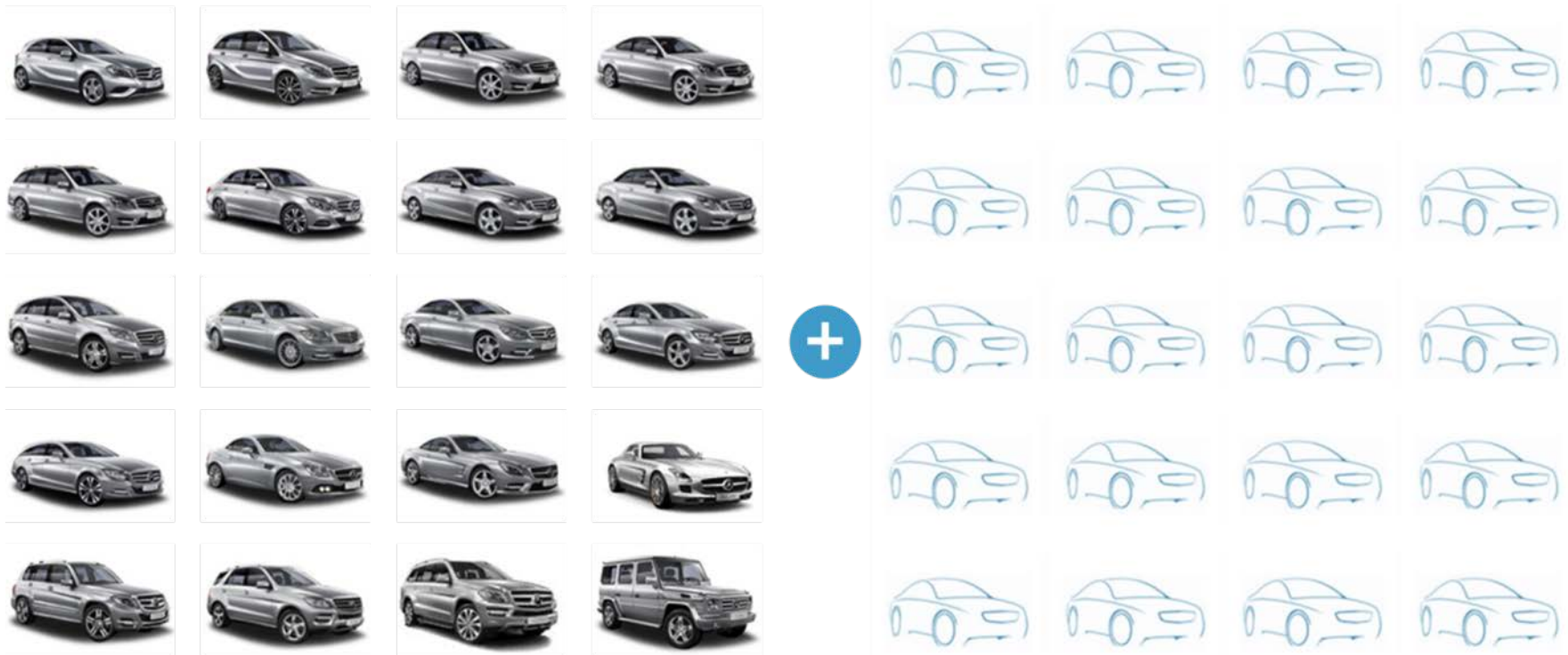


New CLS Shooting Break

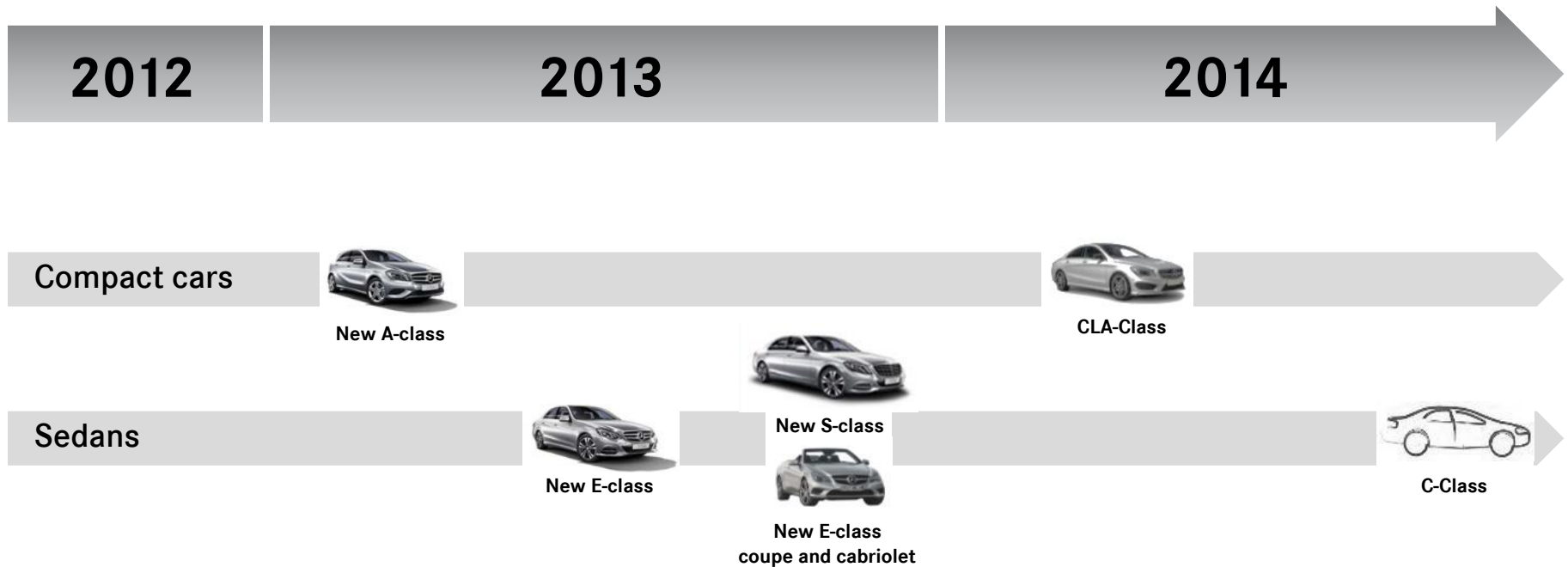


New GL-Class

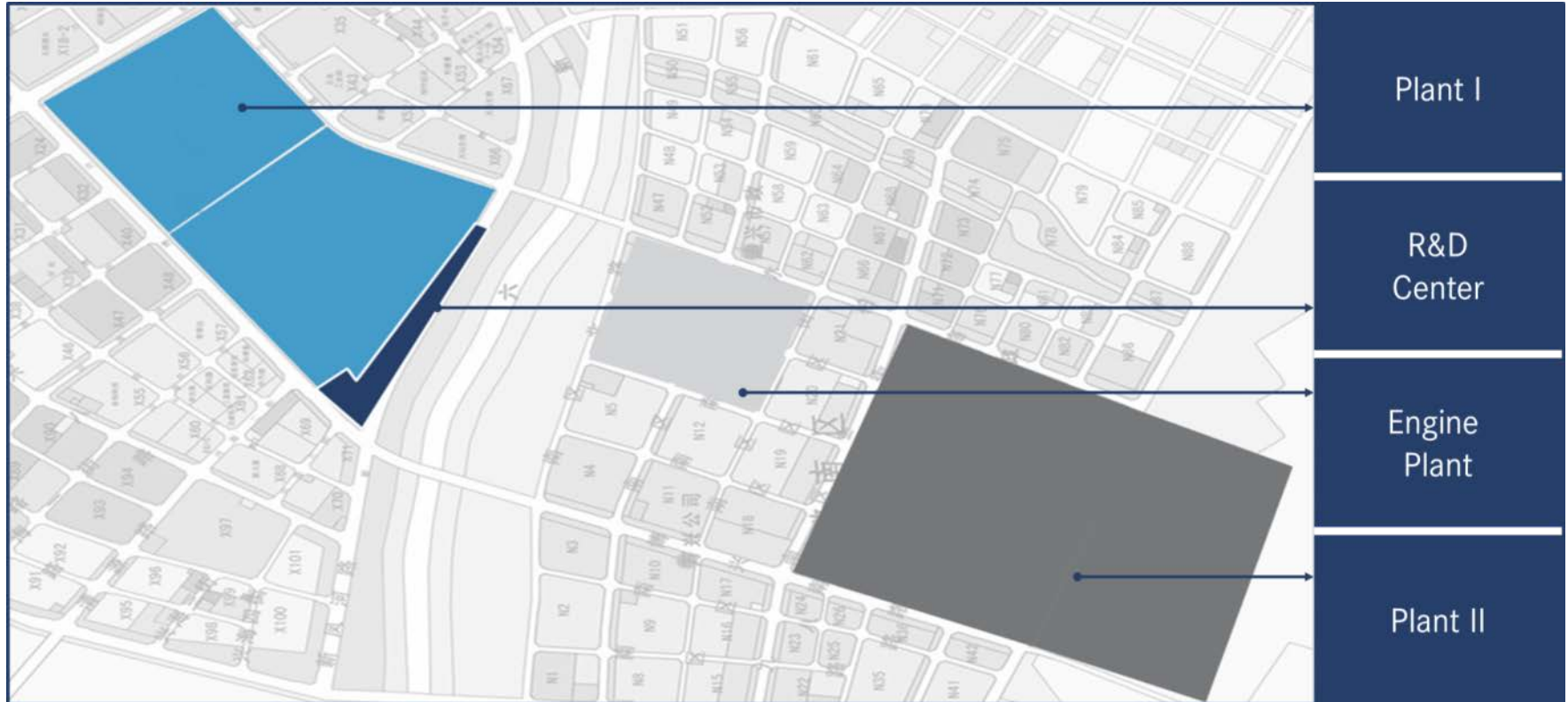
Overall, we will introduce around 20 new or face-lifted vehicles in China by 2015



Products: Rampup of new Products through successive Regional Rollout at the example of selected models in China

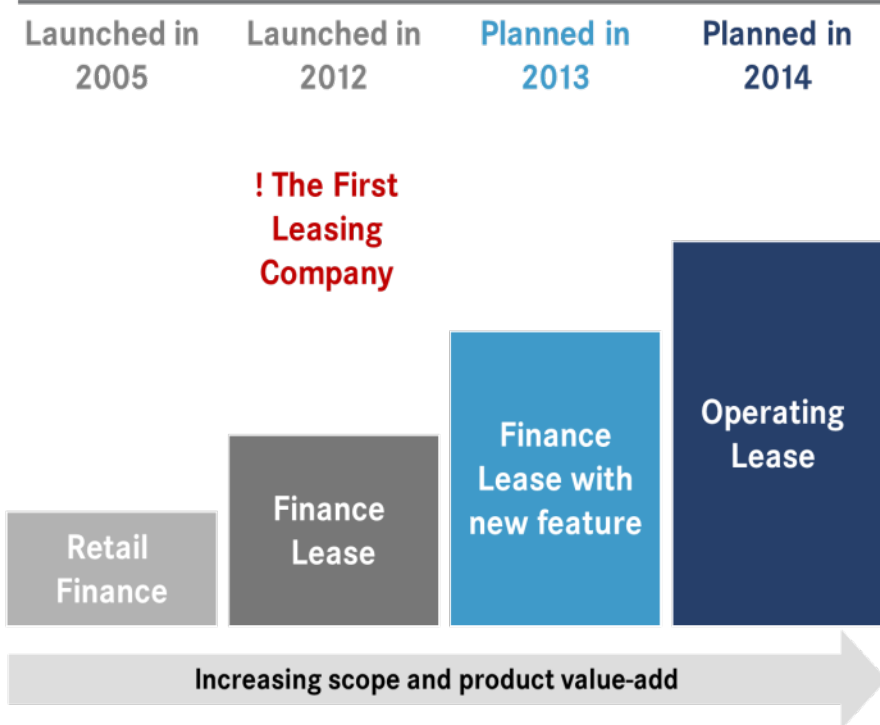


Extension of production capacity in Beijing



Further developed our sales activities regarding our financial services

Mercedes-Benz Financials Product Roadmap



Extension of local R&D capacity and competence



Strategic investment in BAIC motor



Financial Outlook and Targets

▶ Sales leadership

Milestones: >1.5 mn in 2014 / >1.6 mn in 2015

▶ Technology leadership

Milestone: 125 g CO₂ / km fleet average in 2016

▶ Flexible footprint and productivity improvement

Milestone: HPV 30h in 2015

▶ Capital and cost discipline

Milestones: CapEx Ratio ~7% / R&D Ratio ~6%

▶ Strategic Return Target

10% RoS on average

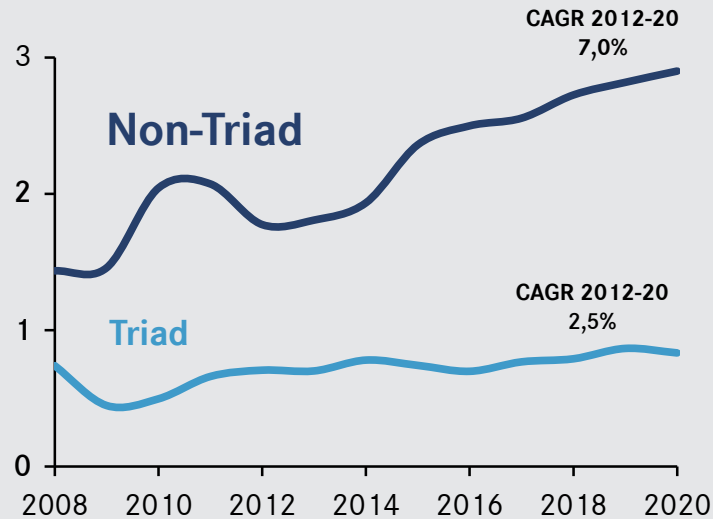
DT#1 with right structure to strengthen leadership position: “As global as possible, as local as necessary”



Megatrends impacting global truck business

Regional volume growth

M/HDT in million units, source SP



Major growth in Non-Triad

Legislation

selected examples (JP, US, EU)



Emissions

e.g. Post JP 09
(NO_x 0.4 g/kWh, PM 0.01 g/kWh)



Consumption

e.g. GHG 2017



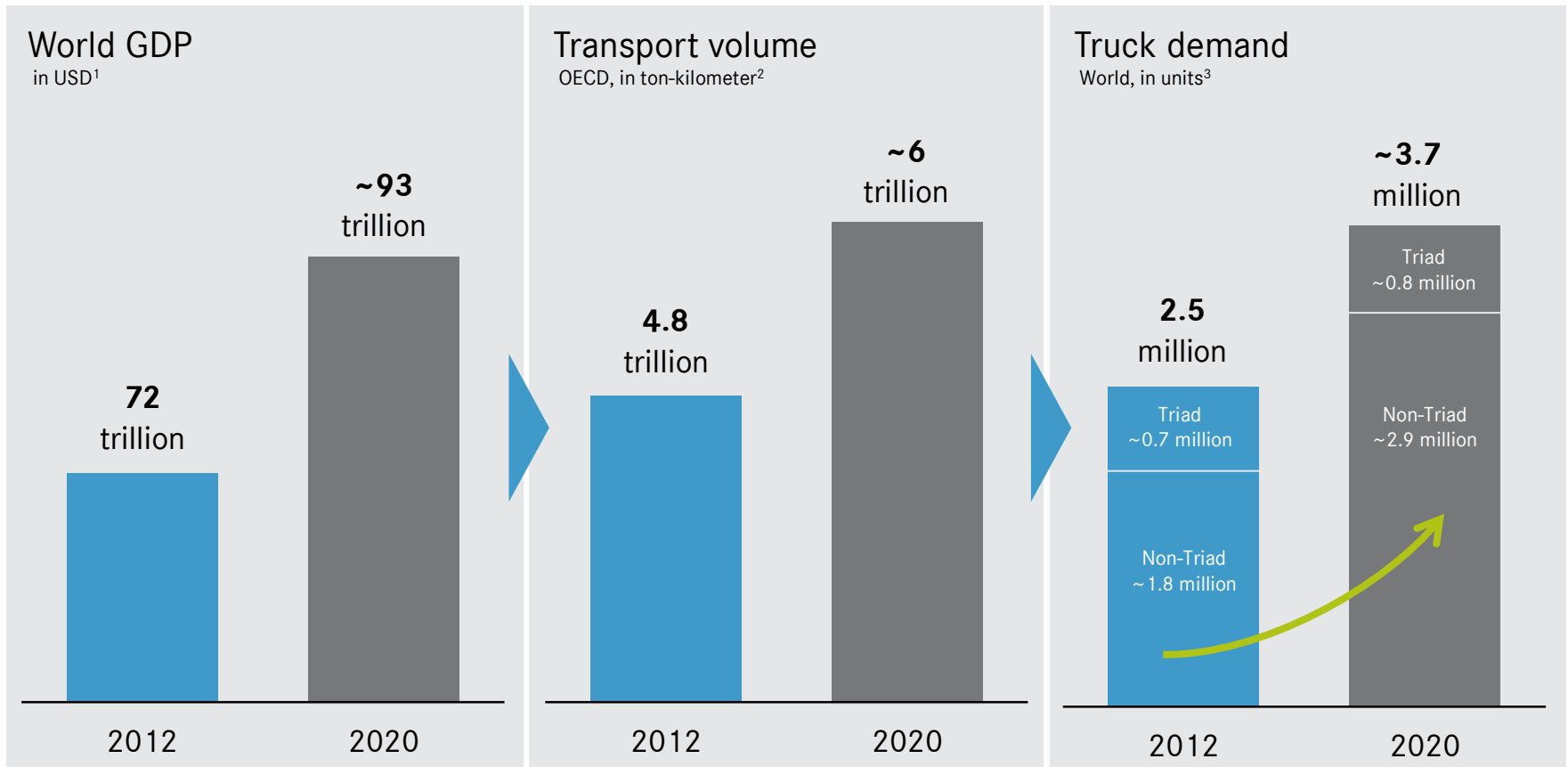
Safety

e.g. AEBS: emergency braking system



Standards regarding Emission, Consumption and Safety driven by Triad

Long-term outlook for truck industry shows strong growth potential in Non-Triad






¹ real, in 2012 USD; source: Daimler AG

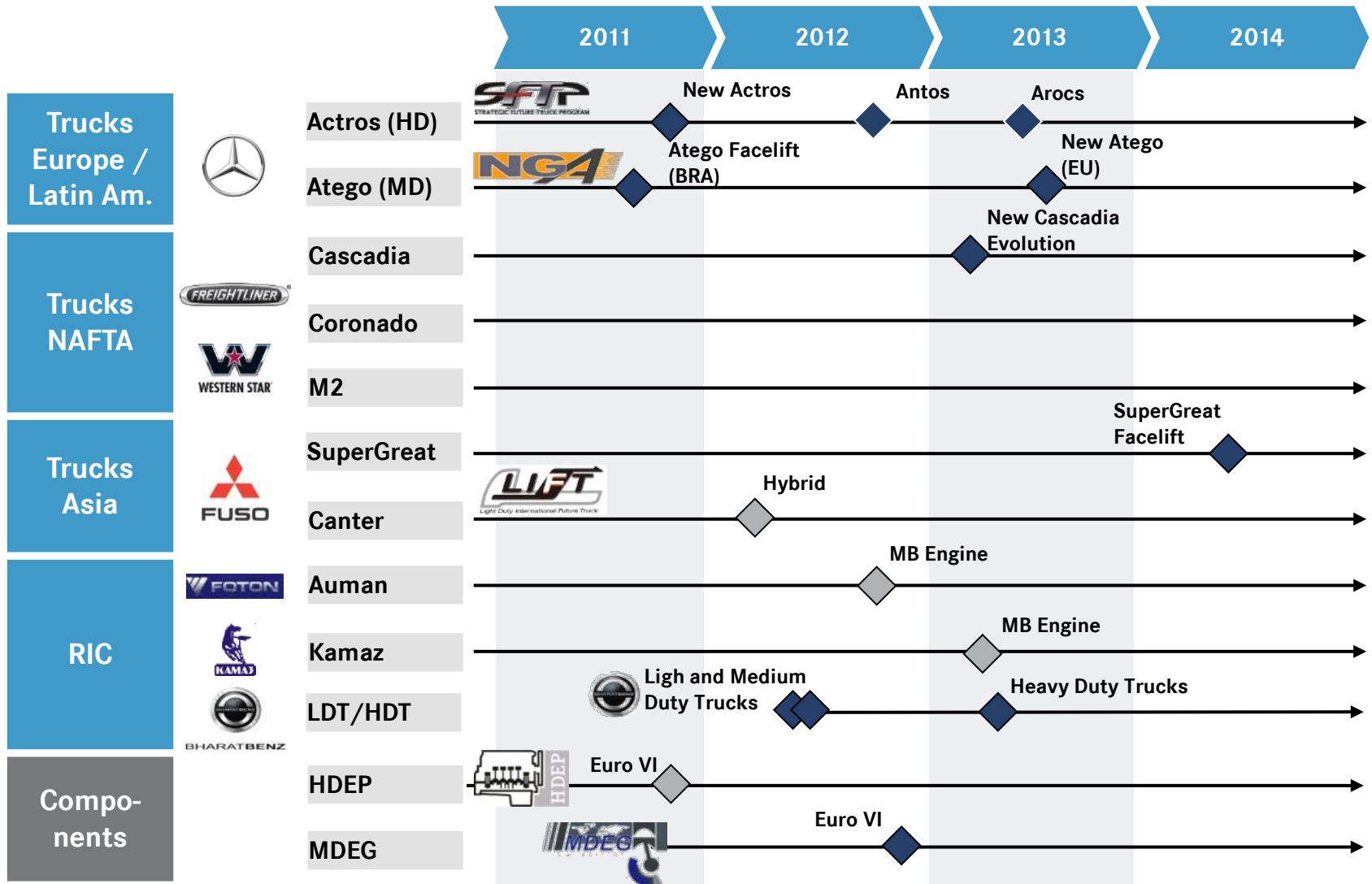
² All transport modes; Source: OECD International Transport Forum, Daimler AG

³ medium and heavy duty trucks; Source: Daimler AG
Triad: Western Europe, NAFTA (Cl. 6-8), Japan

Challenges of Daimler Trucks within 3 defined market segments

Triad	Follower	Developer
		
EPA10 Euro VI JP09	Euro IV/V	< Euro IV
 <ul style="list-style-type: none">▪ Focus Technological Leadership▪ Improve Cost Position	 <ul style="list-style-type: none">▪ Push Platform Concept for Follower▪ Successfully manage Turnaround Brazil	 <ul style="list-style-type: none">▪ Increase Revenue Base▪ Leverage Indian Strength

Strong product pipeline with new global platforms safeguards DT's competitiveness



Product Highlights



SFTP



Cascadia



Super Great HDEP



Actros Brazil



Antos



Severe Duty Line



Canter Hybrid



MDEG/HDEP



Bharat Benz



Auman

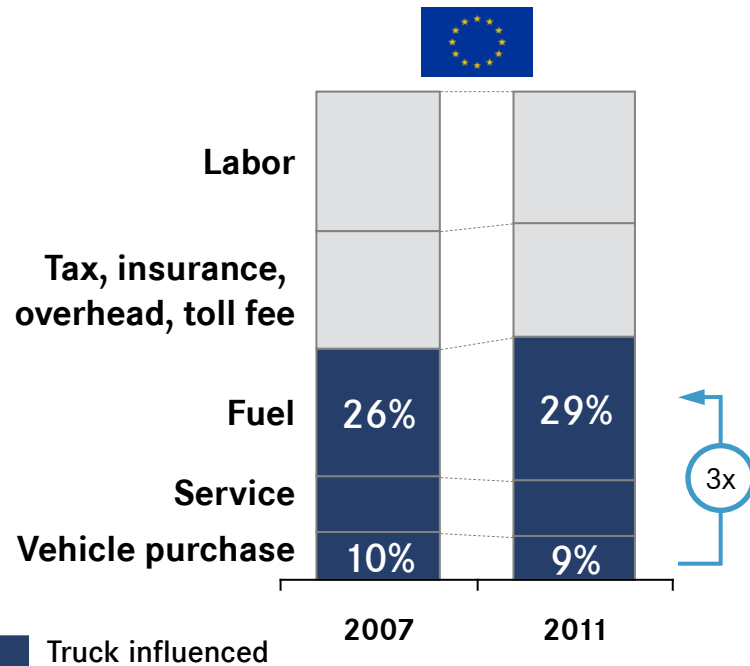
Product offensive to continue over next years

Euro VI product portfolio for Europe successfully completed

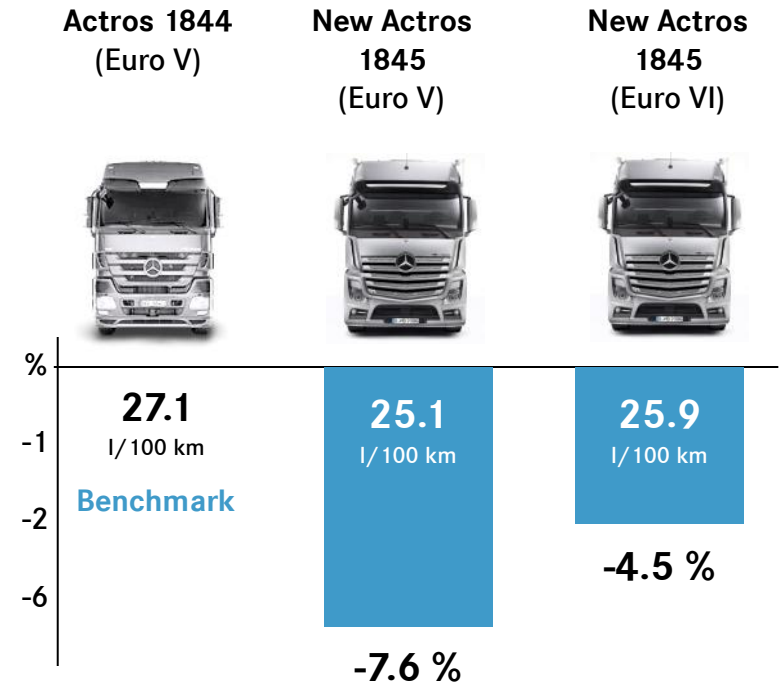


TCO increasingly relevant as key driver for customer decisions

Typical operator cost structure (triad)



DT benchmark in fuel efficiency - example Europe -



New global engine generation ensures benchmark position in all regions

Increasing Global Commonality of Engines and Powertrain Components

Strong product base...



HDEP/MDEG
The new global engine platforms



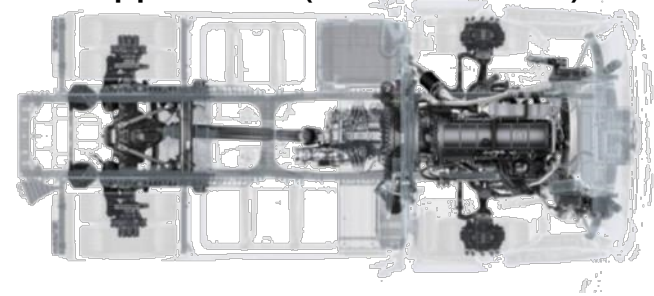
PowerShift
Perfect integration for high performance



Common Axle Platform
Cutting edge, globally

...and a clear vision

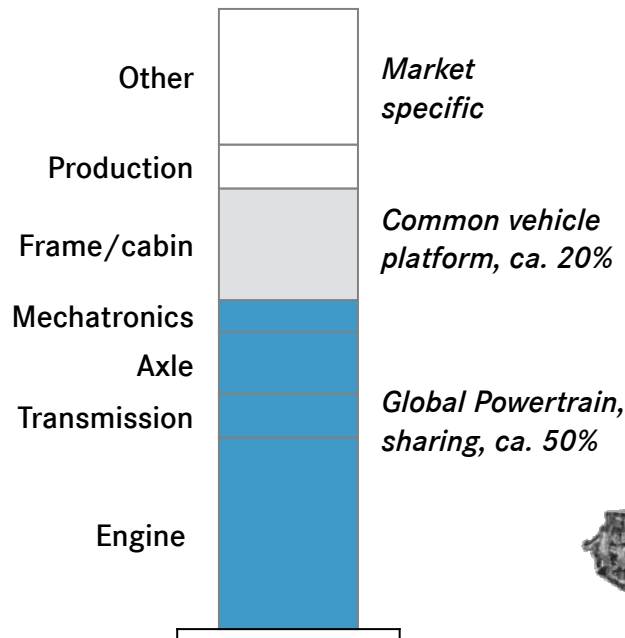
Integrated Powertrain with global application (Daimler inside)



Scale benefits of common modules just starting

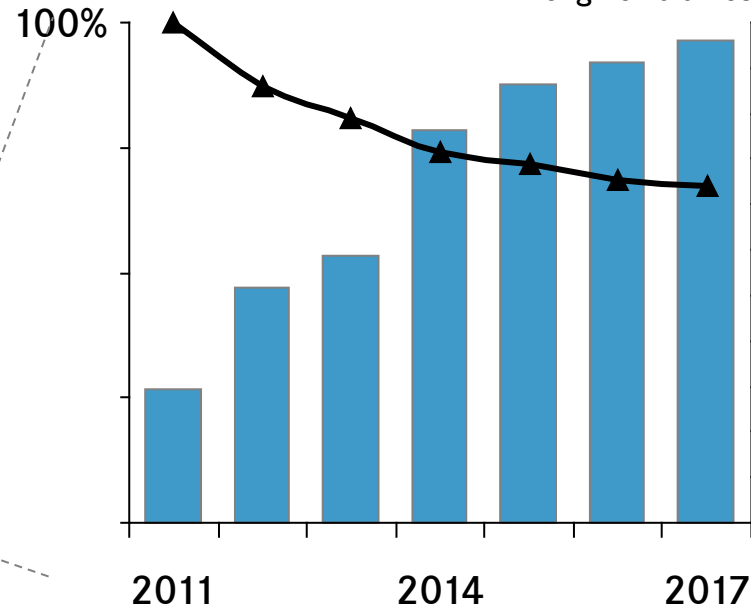
Up to 70% of vehicle sharable

SFTP cost structure



Significant scale benefits (example engine)

Cost index on synergy parts (in %)



DT#1 addresses all levers in regions and cross-business



Trucks EU/LA	Trucks NAFTA	Trucks Asia	Global Powertrain
MB TRUCKS#1	Road to Leadership	FUSO 2015	GET Full Power 2

Topics in each program

- Sales and Aftersales push
- Material cost optimization
- Production cost optimization
- Quality push
- People and high performance culture



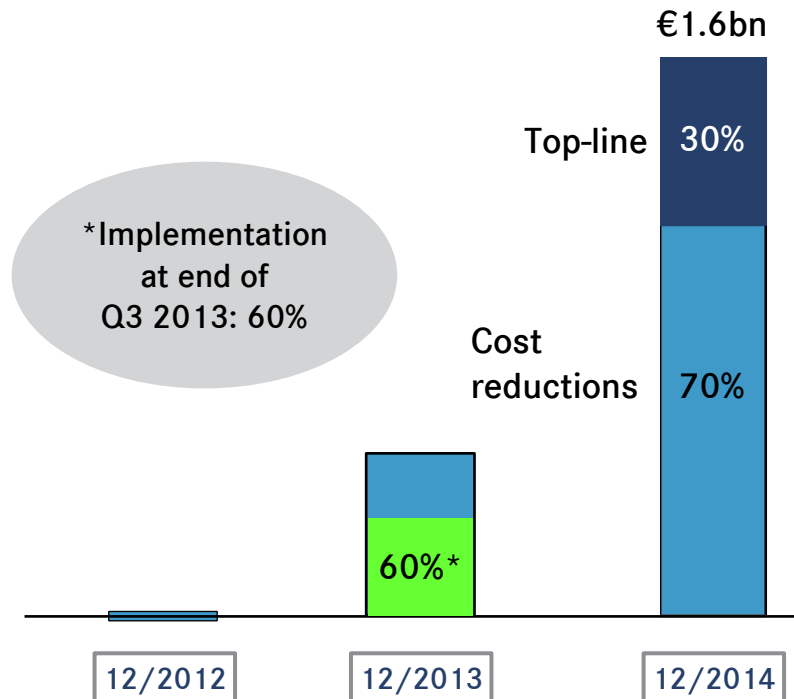
Cross-business initiatives to achieve global synergy effects, e.g.:

- Global Sales and Aftersales push
- Module strategy and global scale realization
- Integrated Asia Business Model

Significant progress achieved in all regions and in cross-business initiatives

Daimler Trucks #1

Flight path towards benefits



Key levers

- Sales and aftersales push
- Module strategy to realize global scale
- New Asia Business Model
- Strong efficiency push in all operating units:
 - Fixed costs
 - Material costs
 - Production costs
 - Warranty and quality costs

Daimler Trucks #1

- DT#1 comprises of excellence programs in the operating units and cross business initiatives to support the average margin target of 8%.
- DT#1 targets sustainable improvements of €1.6bn by the end of 2014.
 - Around 30% effective in 2013
 - 1/3 by increased revenues and 2/3 efficiency improvements
 - 50% from lower material costs
 - 20% efficiencies in the operations
 - 30% of fix cost reductions (incl. SG&A and Fundings)
 - Key Initiatives:
 - Modular strategy e.g. for the complete drivetrain e.g engines, transmission and axles.
 - Especially in Brazil and in Germany the focus is also on the reduction of fix cost levels and as one step we have recently decided to reduce our headcount in non-production areas by about 800 employees in each of the two countries.

Financial Outlook and Targets

▶ Outlook 2013

Unit sales slightly above prior year and EBIT from ongoing business of around €1.7bn

▶ Target

We continue to target a RoS of 8% on average over the cycle, supported by DT#1, however, from a later starting point.

▶ Sales leadership

Milestones: over 500k in 2015 / 700k in 2020

▶ Technology leadership

We offer the best products in terms of TCO and fuel efficiency, globally.

▶ Our vision

No. 1 in the global truck industry and sustainable leadership in profitability. DT#1 targets benefits of €1.6 bn, coming from Sales / After Sales Push, variable / fixed cost reduction and platform/module rollout

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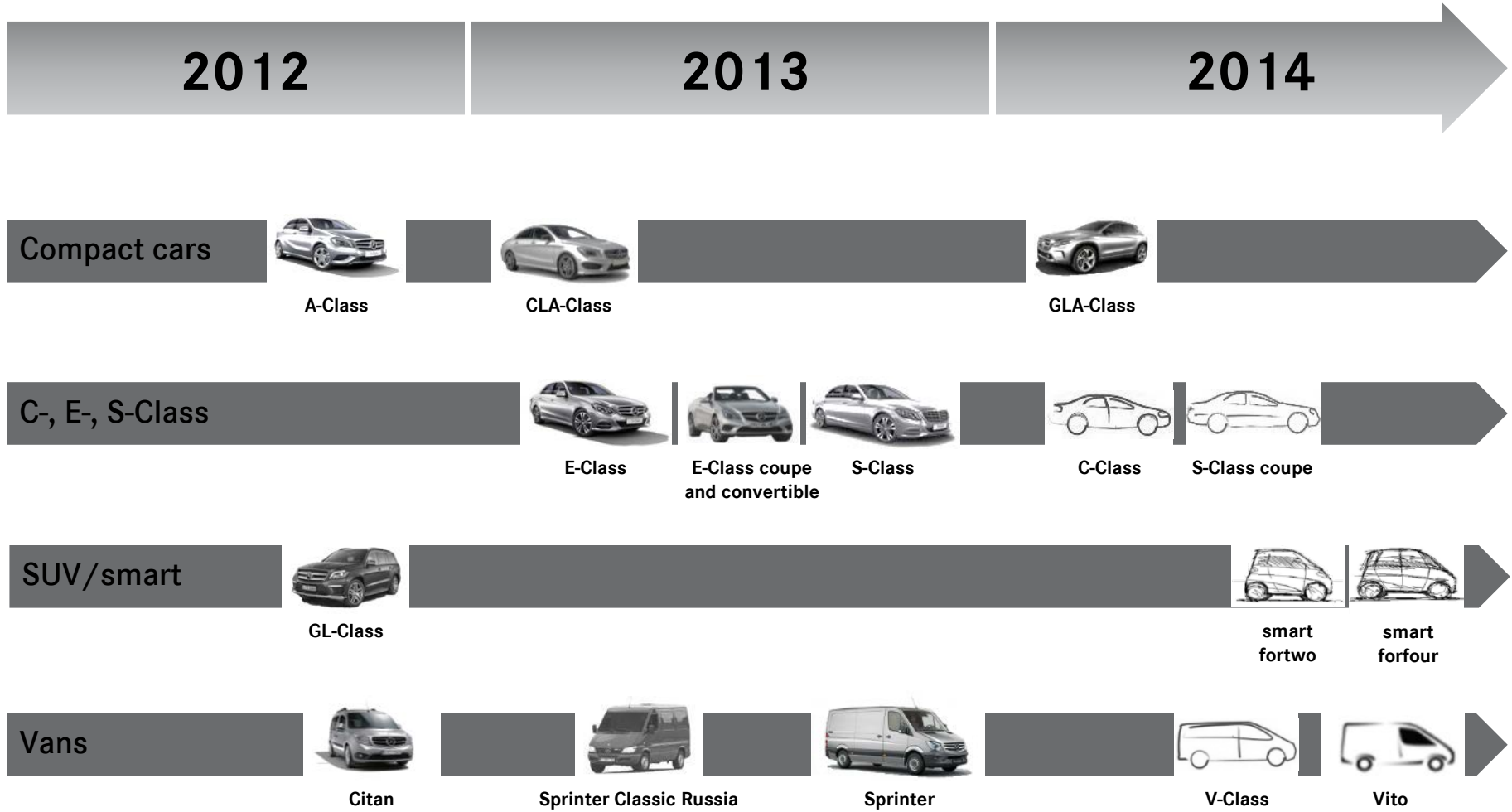
Daimler Group

Divisions

Outlook 2013

Appendix

Launch of new vehicles – Mercedes-Benz Cars & Vans



Launch of new vehicles – Daimler Trucks & Buses

2012

2013

2014

Trucks



Antos



Arocs



Atego



Unimog



Actros/Arocs SLT

Trucks



Canter Eco Hybrid



BharatBenz HDT



Cascadia Evolution



BharatBenz LDT/MDT



FUSO HDT/LDT



Fuso Super Great

Buses



Citaro Euro VI



Travego Euro VI



ComfortClass 500



Tourismo K



TopClass 500

Assumptions for automotive markets in 2013

Car markets	Global	around +3%
	Western Europe	moderate decline
	U.S./Asia	significant growth in China and USA
Truck markets	NAFTA region	up to -5%
	Europe	around -5%
	Japan	in the magnitude of the prior year
	Brazil	up to +10%
Van markets	Europe	around -5%
Bus markets	Western Europe	in the magnitude of the prior year
	Brazil	increase

Sales outlook FY 2013



- Further unit sales increase
- Strong momentum from new compact cars, new E-Class and SUVs
- Launch of new CLA, E-Class and S-Class



- Unit sales slightly above prior year
- Further increase based on strong product portfolio
- Growth of market share in major regions



- Growth in unit sales
- Support from new Citan city van and new Sprinter
- Launch of Sprinter Classic in Russia



- Significantly higher unit sales
- Growth supported by new Mercedes-Benz Citaro and Setra 500
- Maintain market leadership in core markets

Expectations for EBIT from ongoing business

Fourth quarter 2013:

We expect Q4 2013 Group EBIT above last year, based on the expectation of continued strong sales performance of our new models, benefits from the initiated efficiency measures, the assumptions made for the development of our key markets and less favorable currency exchange rates.

Full year 2013:

DAIMLER



We expect Group EBIT for FY 2013 of around €7.5 billion based on the following divisional EBIT:

Around €4.0 billion



Around €1.7 billion



Around €0.6 billion



Around €0.1 billion



Daimler Financial Services

Around €1.25 billion

Outlook for the following years:

On the basis of current market assessments, we expect improvements in EBIT from ongoing business for all automotive divisions and for the Group.

Daimler Financial Services:

Stable development of earnings anticipated.

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Daimler Group

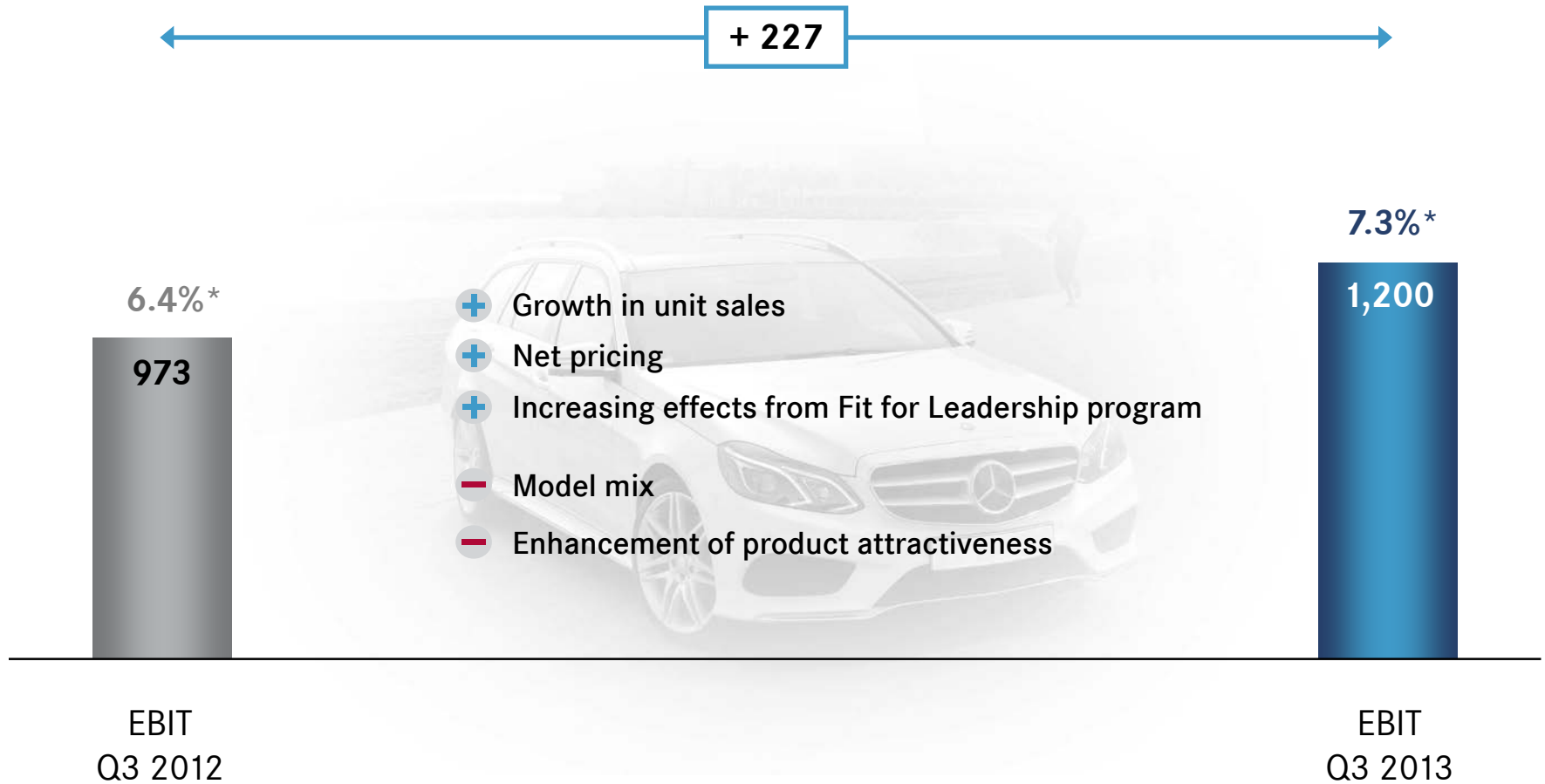
Divisions

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EBIT Mercedes-Benz Cars

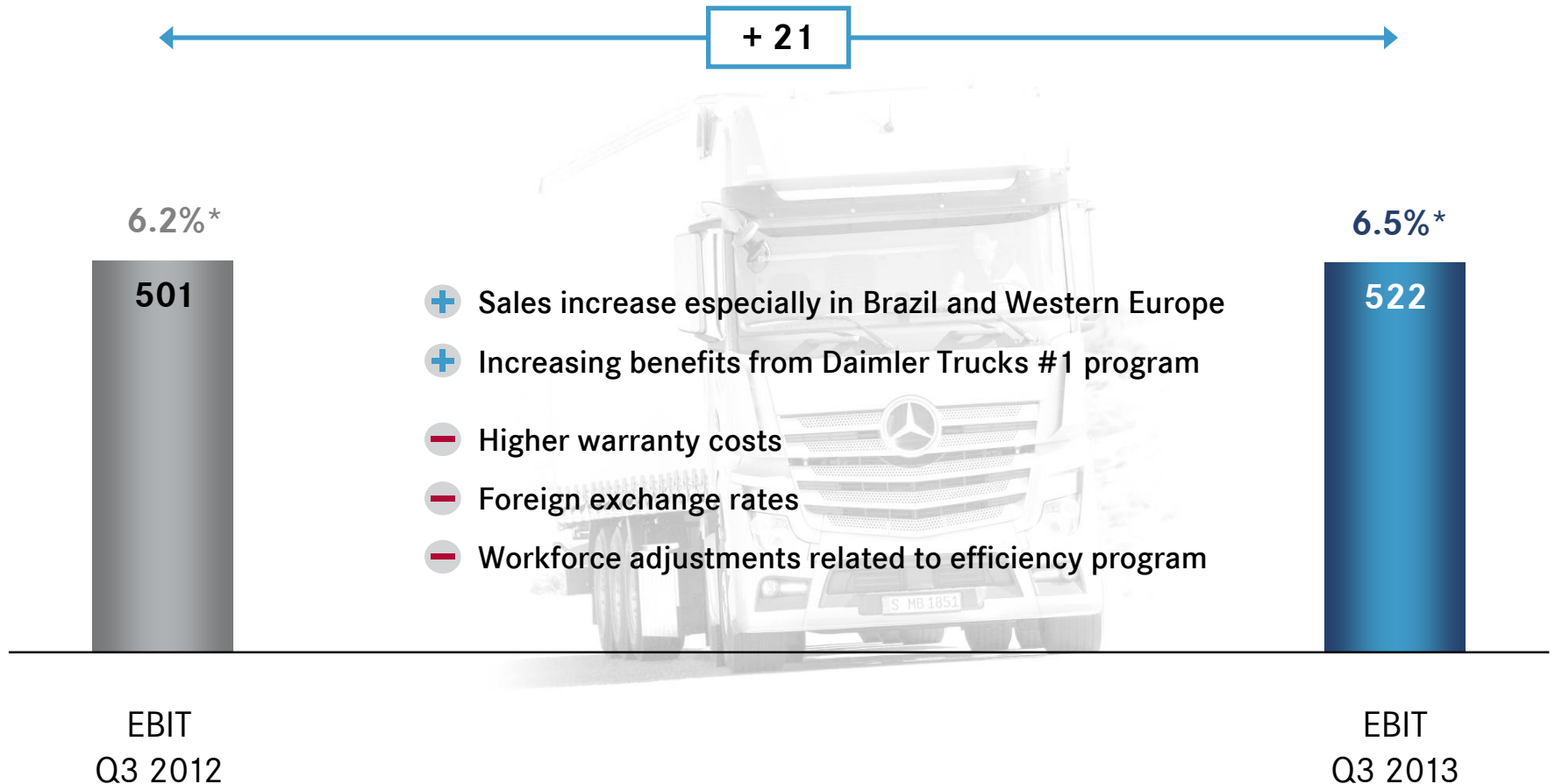
- in millions of euros -



* Return on sales

EBIT Daimler Trucks

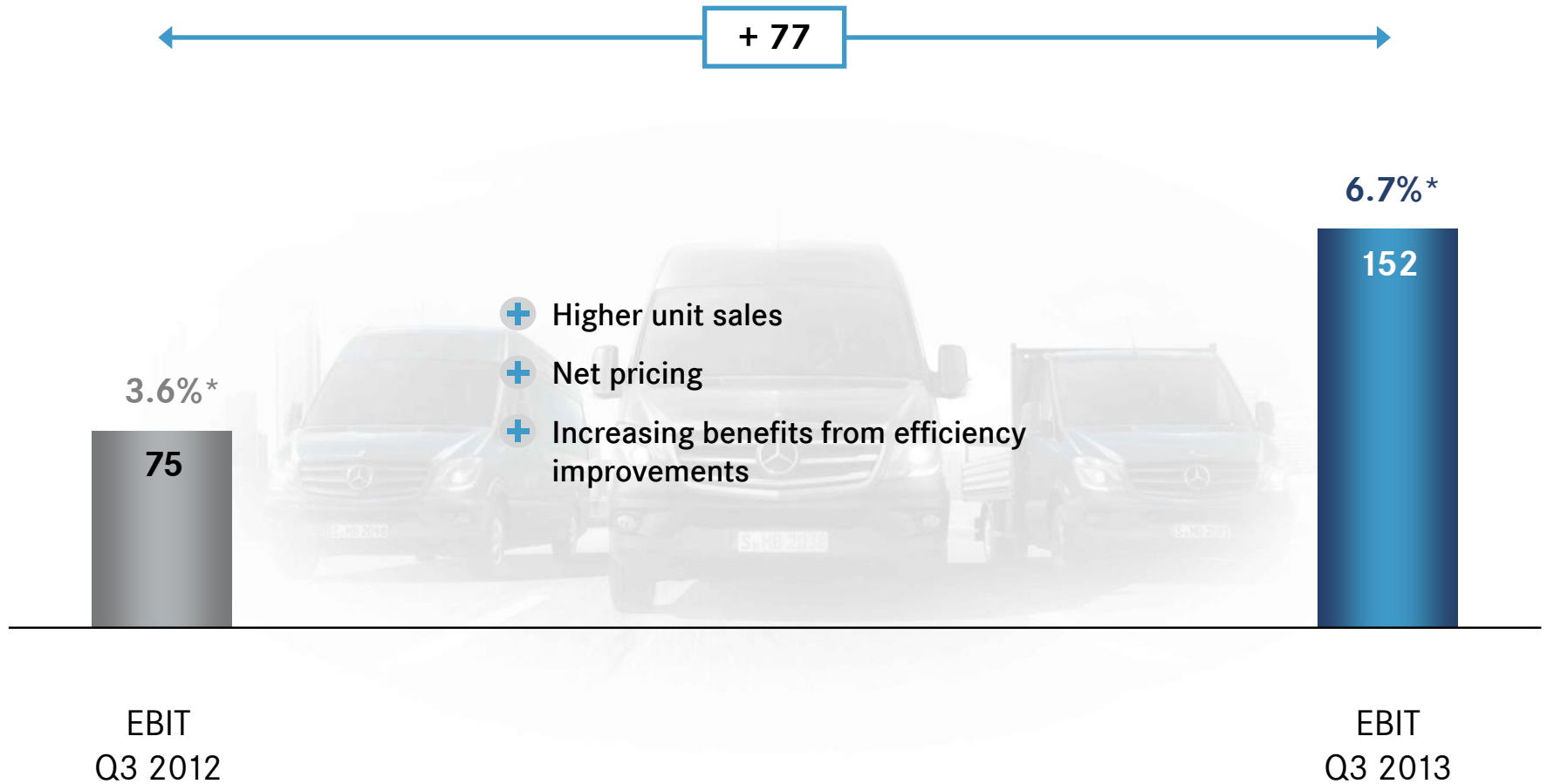
- in millions of euros -



* Return on sales

EBIT Mercedes-Benz Vans

- in millions of euros -



* Return on sales

EBIT Daimler Buses

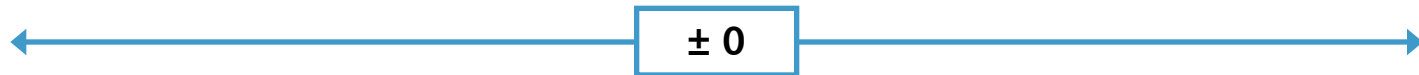
- in millions of euros -



* Return on sales

EBIT Daimler Financial Services

- in millions of euros -



322

- + Higher contract volume
- Foreign exchange rates
- Lower interest margins

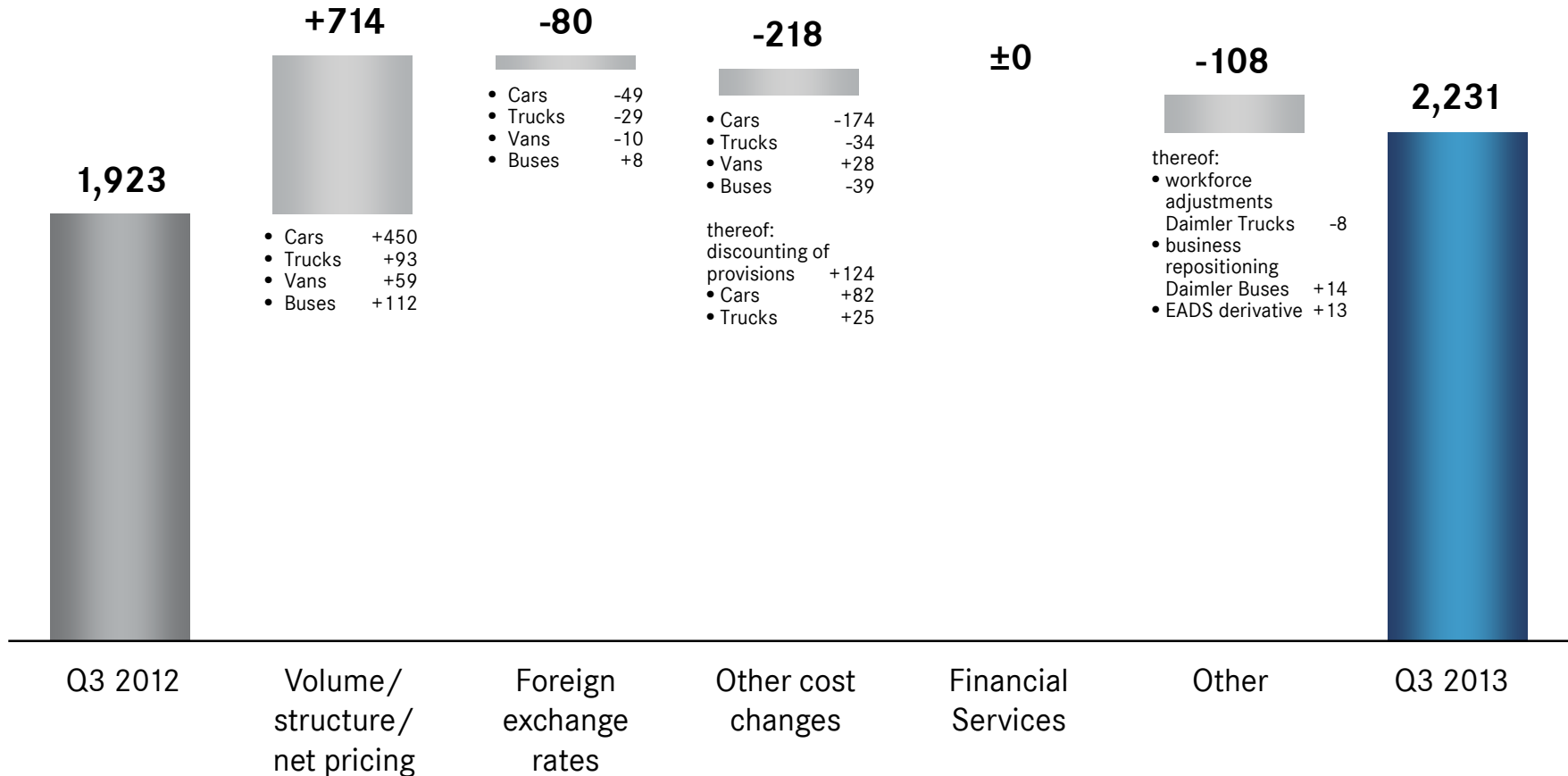
322

EBIT
Q3 2012

EBIT
Q3 2013

Group EBIT in Q3 2013

- in millions of euros -



Special items affecting EBIT

- in millions of euros -

	Q3		January-September	
	2012	2013	2012	2013
Daimler Trucks				
Workforce adjustments*	-	-8	-	-103
Daimler Buses				
Business repositioning**	-16	-2	-98	-26
Reconciliation				
Divestiture of EADS shares	-	+13	-	+3,222

* Daimler Trucks expects special items from workforce adjustments of up to €250 million, thereof up to €150 million in 2013.

** Daimler Buses expects special items from the business repositioning of around €30 million in full-year 2013.

EBIT from ongoing business

- EBIT in millions of euros; RoS in % -

	Q3 2012		Q3 2013	
	EBIT	RoS*	EBIT	RoS*
Daimler Group	1,939	6.5	2,228	7.2
of which				
Mercedes-Benz Cars	973	6.4	1,200	7.3
Daimler Trucks	501	6.2	530	6.6
Mercedes-Benz Vans	75	3.6	152	6.7
Daimler Buses	-20	-2.1	61	5.4
Daimler Financial Services	322	-	322	-
Reconciliation	88	-	-37	-

* Return on sales; Daimler Group excluding Daimler Financial Services

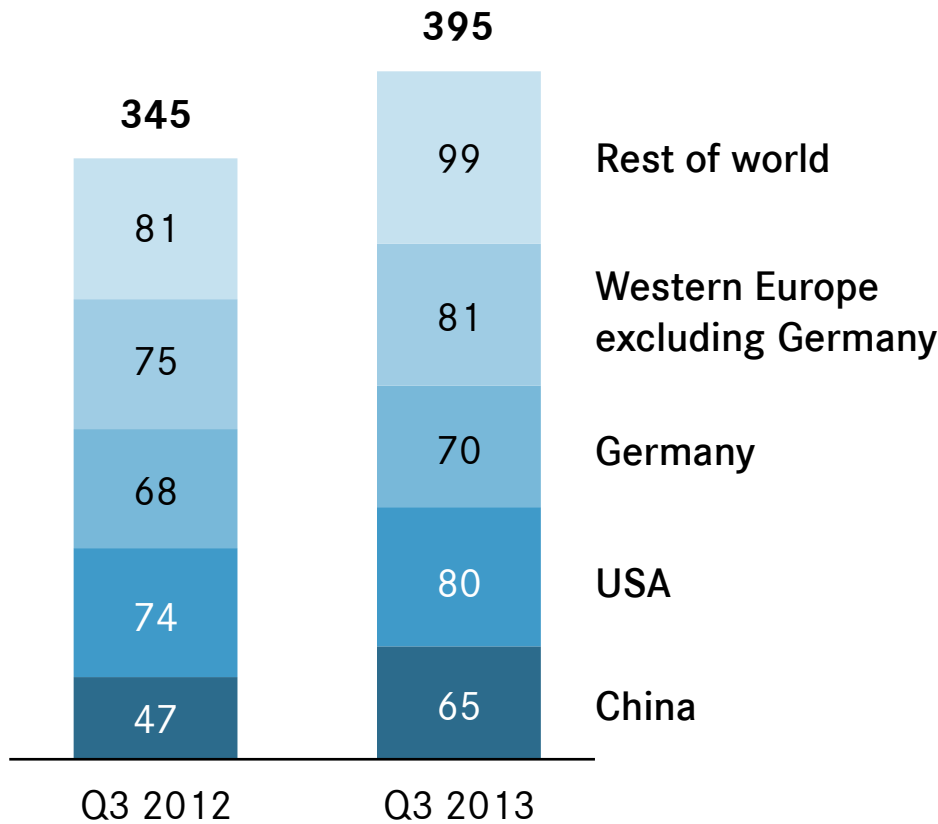
Capital expenditure / Research and development

- in billions of euros -

	Investment in property, plant and equipment			Research and development expenditure		
	Actual 2011	Actual 2012	Plan 2013-2014	Actual 2011	Actual 2012	Plan 2013-2014
Daimler Group	4.2	4.8	10.2	5.6	5.6	10.8
of which						
Mercedes-Benz Cars	2.7	3.5	7.3	3.7	3.9	7.6
Daimler Trucks	1.2	1.0	2.0	1.3	1.2	2.3
Mercedes-Benz Vans	0.1	0.2	0.7	0.4	0.4	0.6
Daimler Buses	0.1	0.1	0.2	0.2	0.2	0.3
Daimler Financial Services	0.02	0.02	0.03	-	-	-

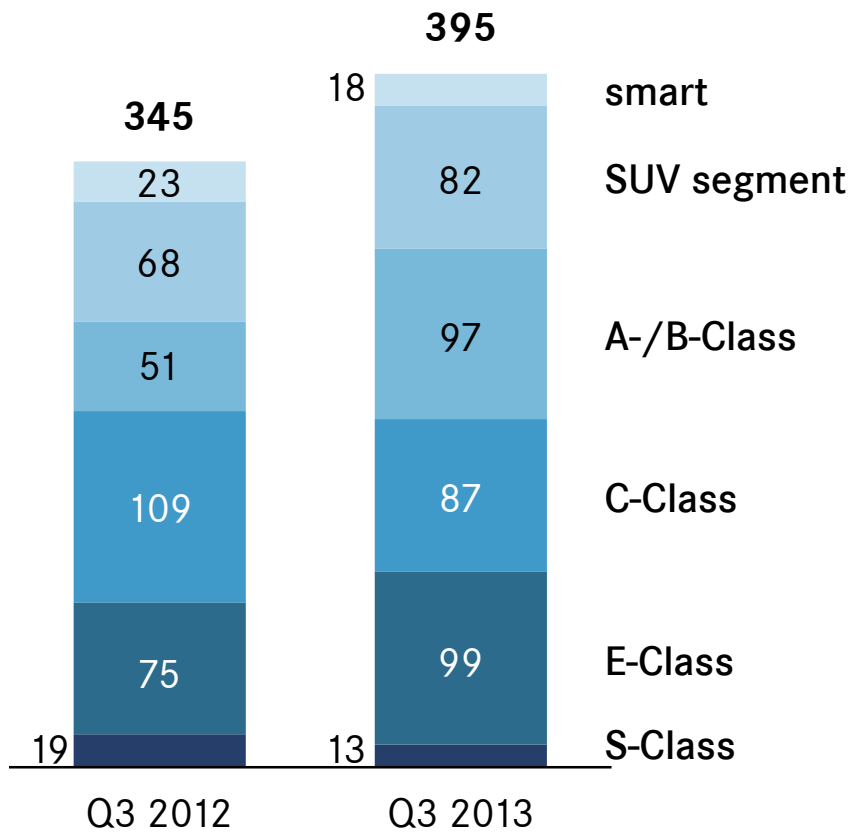
Sales record in Q3 2013 supported by all major regions

- Unit sales in thousands -



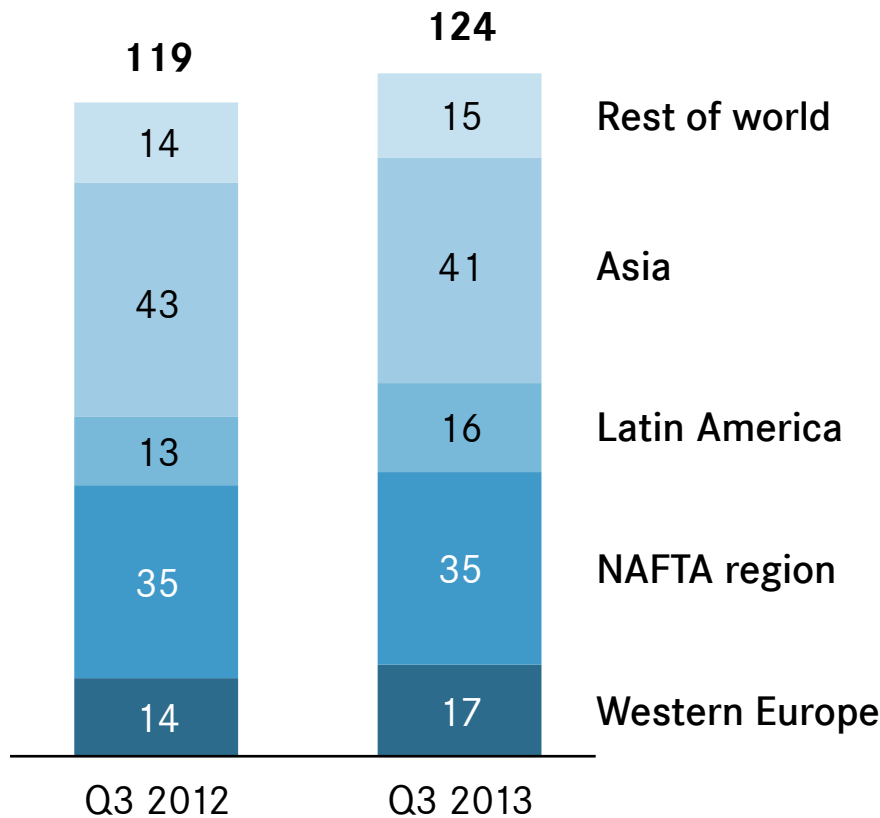
Significant increase in unit sales

- Unit sales in thousands -



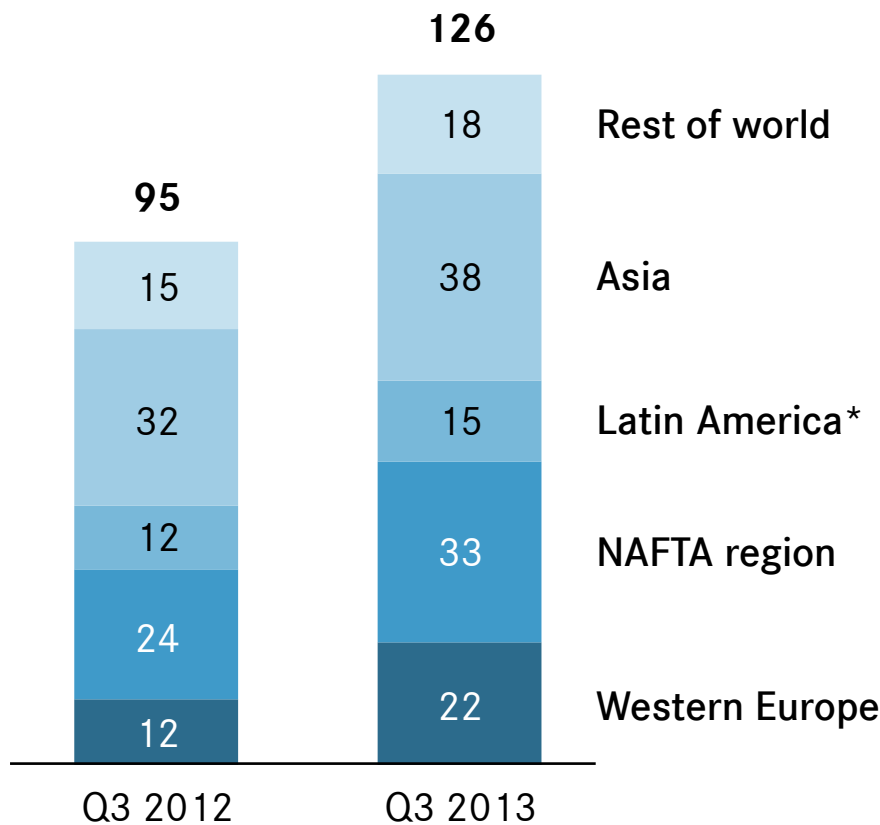
Increase in unit sales

- in thousands of units -



Higher level of orders received

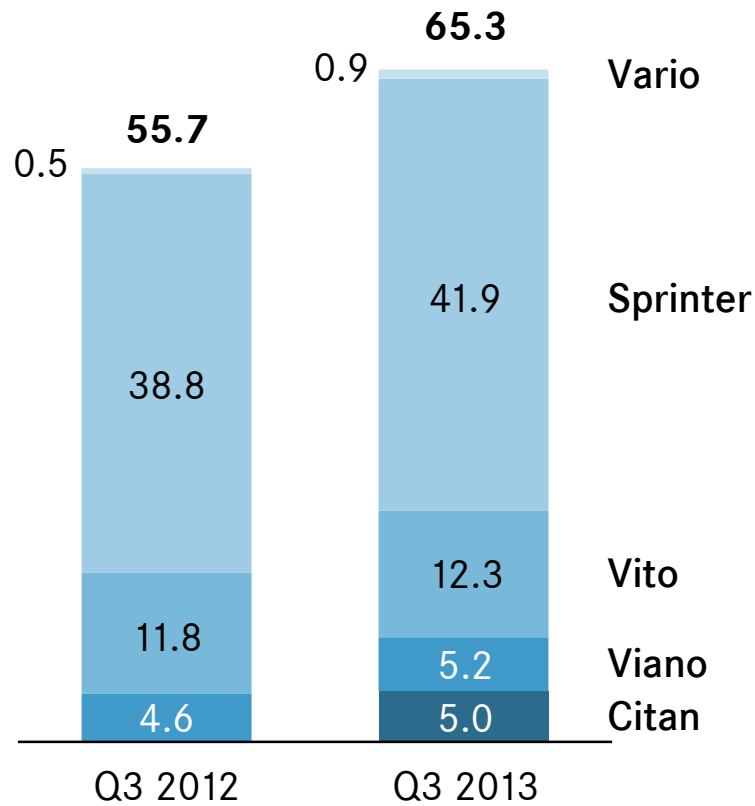
- in thousands of units -



* Built-to-stock system in Brazil until June 2013; starting July 2013, order intake corresponds to orders from the dealers.

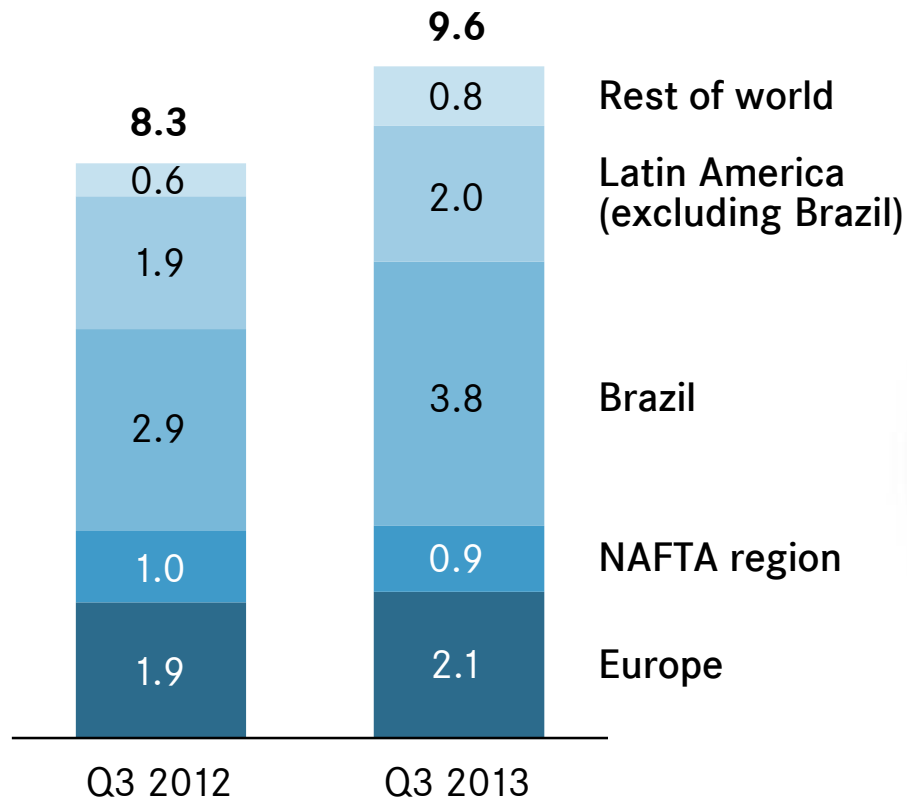
Higher unit sales in all vehicle segments

- in thousands of units -



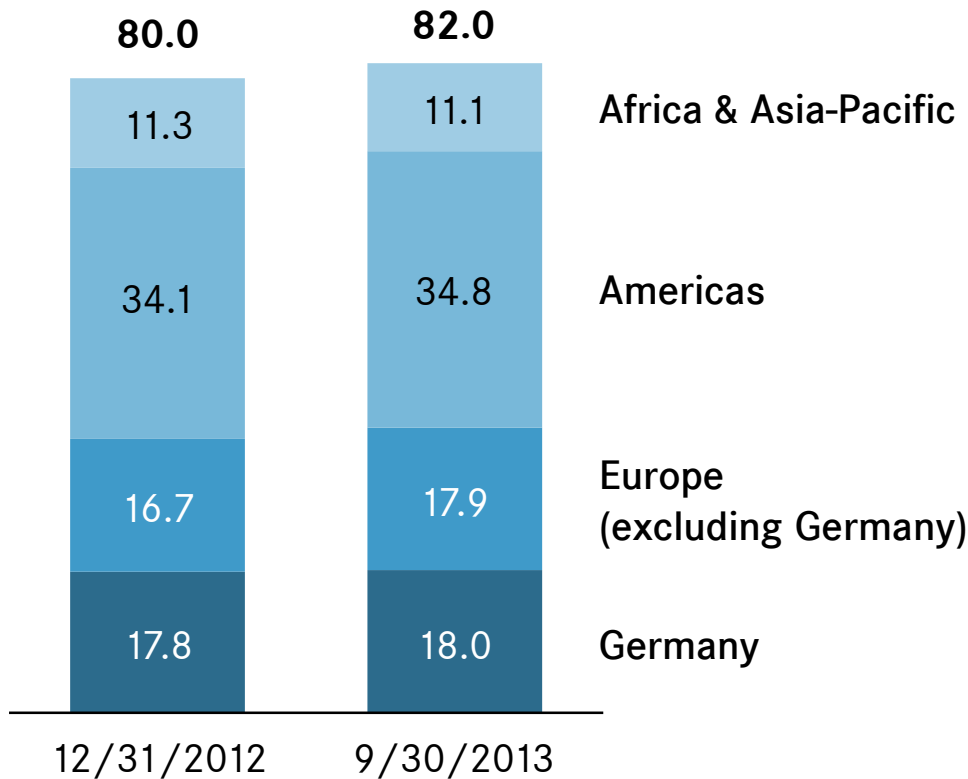
Sales growth driven by higher demand in Brazil

- Unit sales in thousands -

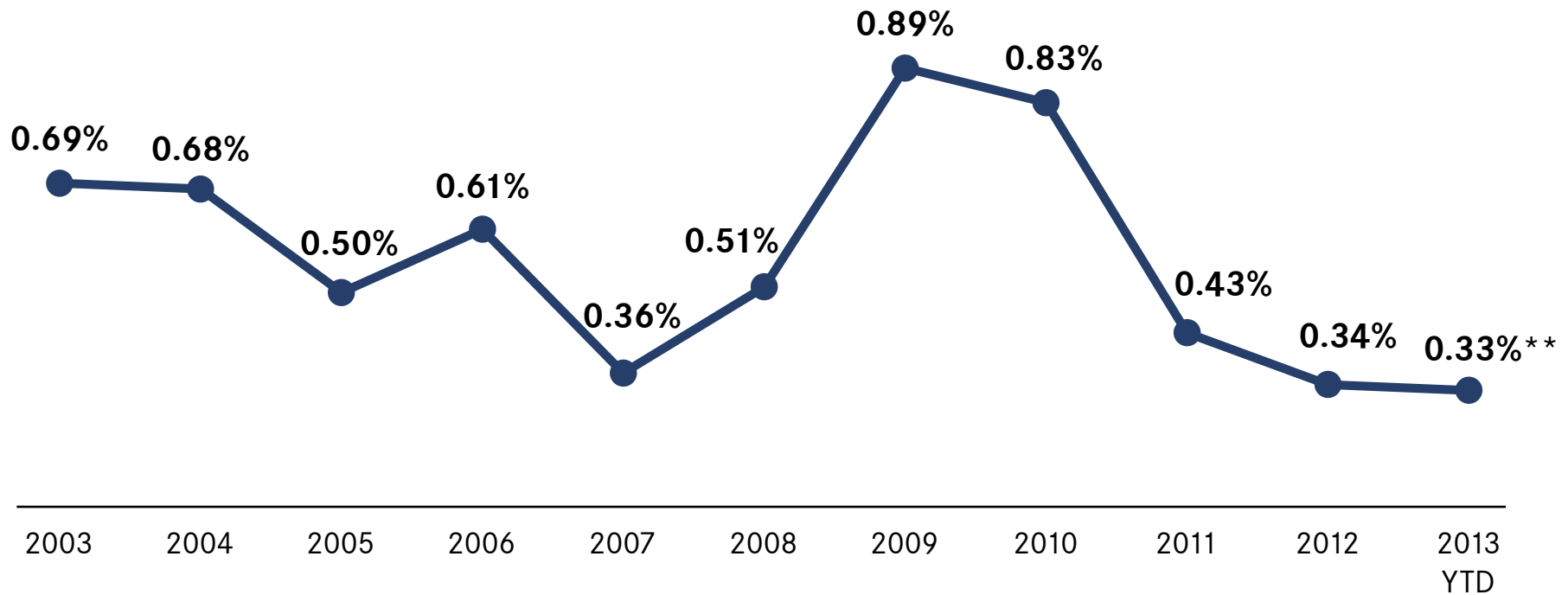


Increase in contract volume

- in billions of euros -



Net credit losses*



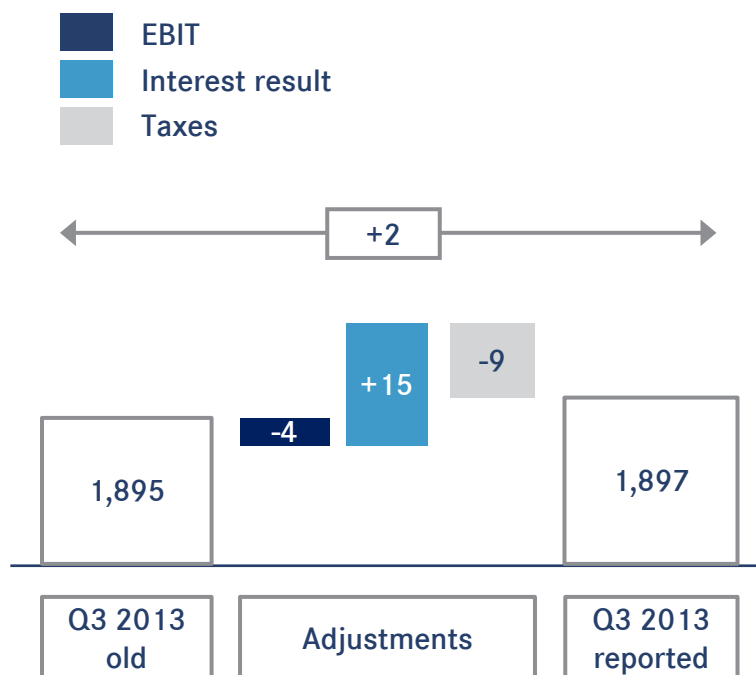
* as a percentage of portfolio, subject to credit risk

** annualized rate

Effects arising from application of the amended accounting standard IAS 19

- in millions of euros -

Net profit



EBIT:

- Effects of provision for part-time early retirement (minus €4 million).

Interest result:

- No amortization of actuarial gains and losses (€87 million).
- Net interest approach: expected rate of return on plan assets equals discount rate of defined benefit obligation (minus €72 million).

Disclaimer

This document contains forward-looking statements that reflect our current views about future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “can,” “could,” “plan,” “project,” “should” and similar expressions are used to identify forward-looking statements. These statements are subject to many risks and uncertainties, including an adverse development of global economic conditions, in particular a decline of demand in our most important markets; a worsening of the sovereign-debt crisis in the Eurozone; an exacerbation of the budgetary situation in the United States; a deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, acts of terrorism, political unrest, industrial accidents and their effects on our sales, purchasing, production or financial services activities; changes in currency exchange rates; a shift in consumer preference towards smaller, lower-margin vehicles; or a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; price increases in fuel or raw materials; disruption of production due to shortages of materials, labor strikes or supplier insolvencies; a decline in resale prices of used vehicles; the effective implementation of cost-reduction and efficiency-optimization measures; the business outlook of companies in which we hold a significant equity interest; the successful implementation of strategic cooperations and joint ventures; changes in laws, regulations and government policies, particularly those relating to vehicle emissions, fuel economy and safety; the resolution of pending government investigations and the conclusion of pending or threatened future legal proceedings; and other risks and uncertainties, some of which we describe under the heading “Risk Report” in Daimler’s most recent Annual Report. If any of these risks and uncertainties materialize or if the assumptions underlying any of our forward-looking statements prove to be incorrect, the actual results may be materially different from those we express or imply by such statements. We do not intend or assume any obligation to update these forward-looking statements since they are based solely on the circumstances at the publication date.